

PRACTICAL, SYSTEMATIC, ONE-BOOK COURSE

IN

# SALESMANSHIP



PUBLISHED BY  
THE NATIONAL SCHOOL OF SALESMANSHIP  
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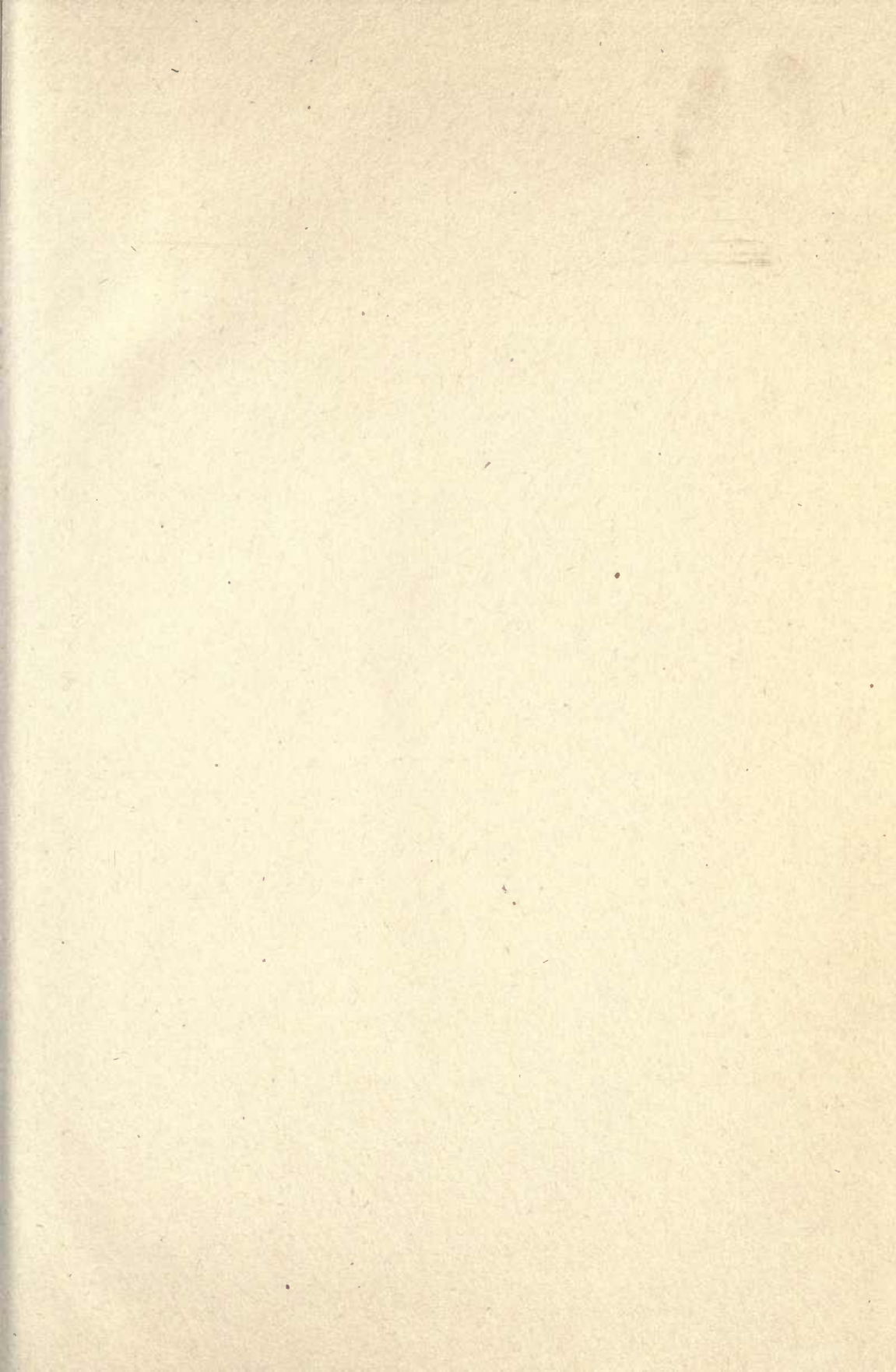












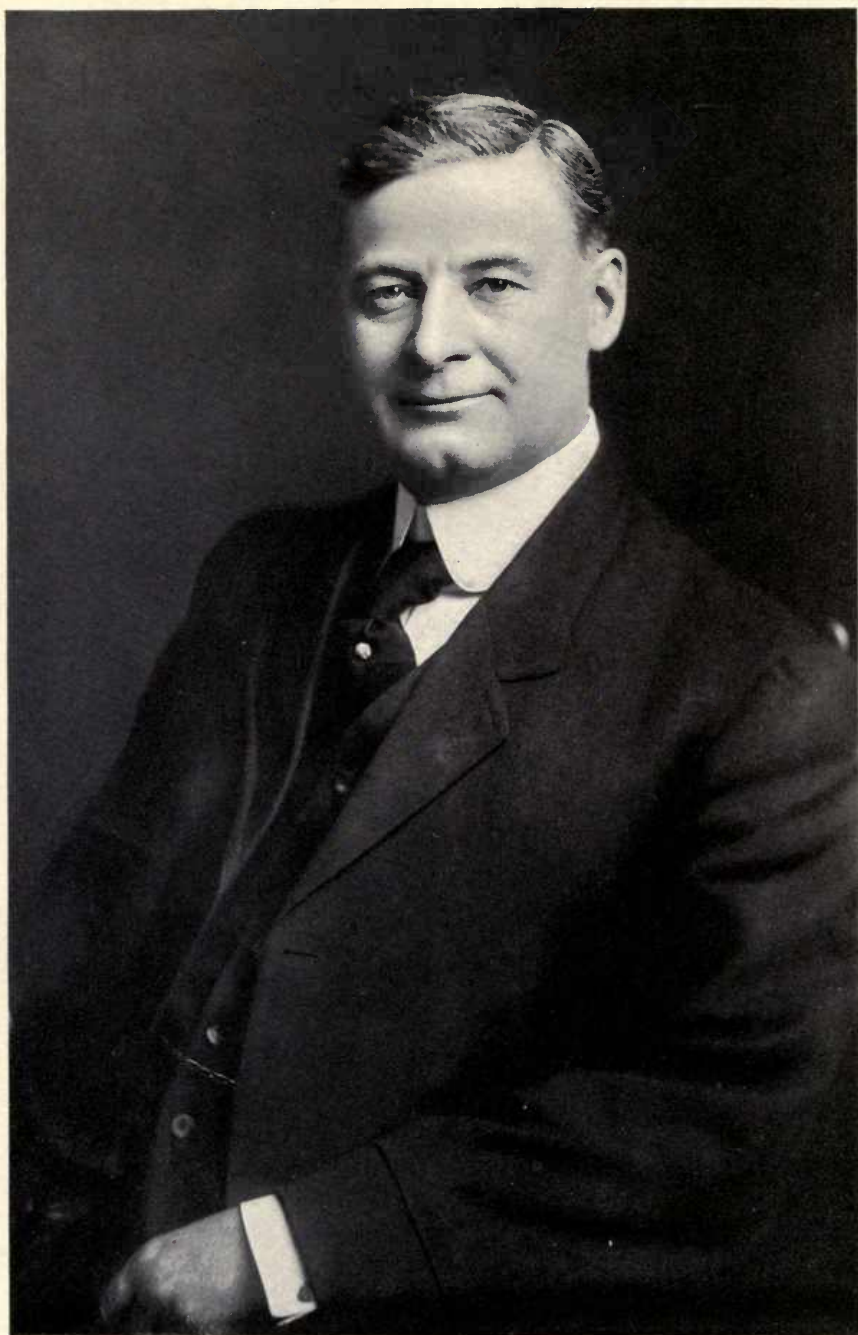








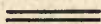




Sincerely yours  
James F. Ellis

THE FOURTH PROFESSION

# SALESMANSHIP



PRACTICAL  
SYSTEMATIC  
ONE-BOOK  
COURSE



COMPILED FROM THE LESSONS AND LECTURES WRITTEN  
BY THE THIRTY-SEVEN AUTHORS OF  
THE COMPLETE COURSE.

PUBLISHED BY  
THE NATIONAL SCHOOL OF SALESMANSHIP  
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## PREFACE

The manufacturer, the wholesaler, the publisher, the retail merchant and all other lines where the specialty salesman is in demand, want salesmen and are willing to pay princely salaries to the right man. The call is not for you unless you are educated, trained and fitted to respond. In order for a man to be successful in any trade or profession he must first prepare himself by taking a course of study pertaining directly to the chosen calling.

This demand for professional salesmen is our justification for undertaking to supply the basic principles upon which the science of Salesmanship is founded, in such form as will meet the requirements of the Universities and Schools that have seen the necessity of adding this course to their curriculum.

In our efforts we have been brought to realize that the student of today will not be satisfied with a mere statement of facts. He wants the underlying principles and laws that govern the world of facts; such instruction is furnished in these lessons as completely as possible within the number of pages allotted to this book. These lessons are designed to teach the science of Successful Salesmanship and the Art of Selling, and have been compiled from the lessons and lectures written by the thirty-seven authors of the complete course, published by this school, and are harmoniously arranged and systematized in such a manner that the student is led step by step to a complete knowledge of its requirements, which knowledge will enable him to enter the profession of Salesmanship with a confidence that insures success.



While we aim to be suggestive rather than exhaustive, we trust we have presented this subject in a sufficiently logical and scientific manner to justify our assertion that Salesmanship is a Profession and its practice an Art.

This course of study will insure the student employment in the line of professional work where the call for trained men is increasing rapidly, where the opportunities for remuneration are unlimited and where each man is paid just what his time and talent are worth.

Every man who reads, studies and applies the principles taught in these lessons, will be benefitted and will develop in proportion to his ability to attain.

THE NATIONAL SCHOOL OF SALESMANSHIP,

JAMES F. ELLS,

PRESIDENT

## LESSON I

### SALESMANSHIP

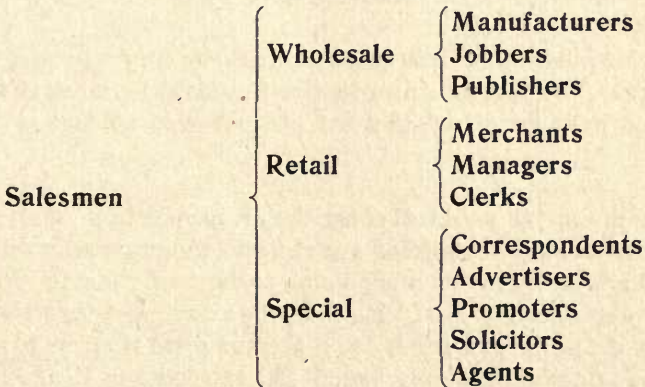
Salesmanship is the science and art of selling at a profit.

Salesmanship, as a science, consists of a systematic and methodical compilation of all co-related facts and experiences that have been discovered and proven by the practitioners of that science.

Salesmanship, as an art, is that character and personality in a man combined with a knowledge of the science which enables its possessor to attract others and command their confidence.

In other words, Salesmanship is a combination of faculties in a man, both natural and acquired that enable him, acting for himself, or as an agent, to approach others and negotiate the transfer of something of value for a consideration and on a basis in which all parties interested are benefitted.

The Division and classification of the representatives of salesmanship is shown in the following illustration.



This division covers every bit of ground between the man who has something to sell and the man who wants to buy.



The qualifications that are a necessity to a salesman are a necessity to every man who earns a living, be he a business or a professional man; the one sells his goods, the other his knowledge of a special field. The Bank President sells his executive ability, the book-keeper his clerical knowledge, and so on; all who work sell their services.

## THE SALE

Sales are made through personal contact or through correspondence and advertising.

Elements of a Sale	{	Salesman
		Article or Proposition
		Purchaser

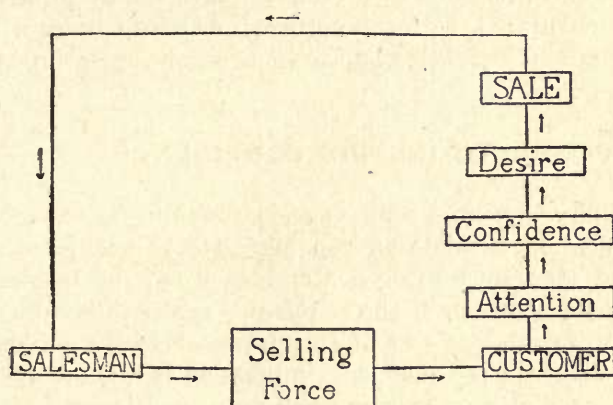
The sale is a transaction involving the transfer of property from one person to another for a consideration; the essential elements of a sale being present, the salesman takes the initiative.

Steps to a Sale	{	Secure Attention
		Inspire Confidence
		Create Desire

It is the business of the salesman to lead the way through these several stages. The methods and tactics found to be most effective by those who have practised the Art are revealed to you in these pages.

In the commercial world the article or proposition offered for sale is intended to again be sold at a profit and the purchaser will buy only that which he deems of more value to himself than the money he is going to exchange for it. He must be convinced that there is a market for it and he can sell it for a greater price than he is asked to pay. The sale must not only benefit the salesman or the house he represents, but the purchaser as well. A sale that benefits one party only will not prove satisfactory, whether it is a sale of goods, service or ability.

The diagram, shown below, represents aptly the steps and the sequel. The salesman, by his selling force, must attract and hold the attention of the customer, inspire his confidence and create desire, and by this course arrive at the sale. The arrows on the diagram indicate the direction of the selling force to the sale and the return from the sale to the salesman.



### TO SECURE ATTENTION

The first step to a sale, to secure attention, means a great deal more than most salesmen realize. It does not consist simply in attracting attention, as by the mere salutation of "Good morning, Mr. Brown," but rather in engaging and holding the attention of the customer until the salesman is able to take the second step which in itself secures attention for the remainder of the interview.

The first step to a sale has never been successfully taken until the salesman has succeeded in inducing the customer to lay aside any other matters which he may have in hand and give his undivided attention to the proposition the salesman is presenting.

It will be necessary to cultivate the practice of reading the human face, sizing up the customer, as it were, and to note *immediately* the effect of your methods upon him in order to adopt a new method at a moment's notice should the occasion demand.

The Salesman must be able to recognize from the customer's expression any indication of interest in the proposition which is a



salesman's warning that the first step has been taken successfully and that he should proceed to take the second step immediately.

The qualifications necessary to accomplish this are a knowledge of human nature, or the ability to properly size up a customer and locate him in a certain human type, to have distinct methods, tactics, arguments and attitudes to present to each of the numerous types of human nature; a correct approach, which includes a cultivated voice, a neat and attractive appearance, dignity, pleasing and courteous manners.

### TO INSPIRE CONFIDENCE

The ability to inspire confidence, is undoubtedly the most important qualification a salesman can possess. It enables him to take the second step successfully. Confidence can be inspired in proportion to the strength of the salesman's *personality*. The customer is bound to form some sort of an impression of the salesman and it is "up to him" to see that this impression is a good one, that his personality radiates or reveals only such qualities or characteristics as tend to strengthen the customer's estimate of him as a man. Hence the necessity of personality development as shown in Lesson II.

The salesman's confidence in his own ability to present his proposition, his confidence in his proposition, his confidence in his employers or associates, his attitude, actions and feelings, should be so intense that they are vibrated from him to his customer and quite naturally will inspire confidence in the mind of the customer.

So far as the proposition is concerned, this second step includes merely the preliminary statement or outline of the proposition and the salesman proceeds to the detail concerning the proposition, which is included in the third step to the sale, just as soon as he receives from the customer some indication that through his personality, interest or intensity a favorable impression has been made and the customer's confidence secured.

The qualifications necessary, to take this step successfully, are Confidence in himself, his goods, and his house, and a Personality that radiates or reveals only such characteristics as tend to strengthen the customer's estimate of the salesman as a man.

## TO CREATE DESIRE

The third step to a sale is to create desire in the mind of the customer for the particular proposition or article which is presented.

The first essential to the successful taking of the third step to a sale is a thorough knowledge of the proposition or article. This knowledge should be complete from every point of view. It should include every phase or feature of the proposition, and an inexhaustible fund of classified arguments in favor of the proposition.

The attractive talking points should be systematically arranged, the most attractive and strongest points first and last. These points should be presented to the customer one by one until he indicates that he is ready to accept the proposition. It is sometimes necessary to refer to the same point more than once. The salesman should never allow himself to get out of ammunition. There should be no cessation of his efforts whatever, until he feels that his customer is ready to accept his proposition. This is the so-called Psychological Moment, in the sale, and it is at this moment that he should present the strongest and most attractive selling points. It is here also that he should be able to present to the customer the attitude of intense interest and concentrate his efforts, to cause him to take from him, or feel the same enthusiasm which he feels.

To pass this point successfully it is necessary that a salesman possess the ability to concentrate not only his own mind but also the mind of the customer upon the selling points as they are presented. It is also necessary that he possess a knowledge of the construction of the human mind and its dual nature. A knowledge of the law of Suggestion, of the operation of that silent force, the sub-conscious mind, that never sleeps; a knowledge of the power of thought and the transference of thought, and the ability to recognize and understand the thoughts of the customer as they are vibrated from his mind to that of the salesman.

It is also essential that the salesman be able to create his own thoughts with sufficient intensity to cause them to vibrate to the mind of the customer, thus reinforcing his oral statements. Wireless telegraphy has demonstrated that sound travels on the ethers of the



atmosphere and can be transmitted and ultimately recorded by the use of instruments that have been attuned to one another.

The process of taking the three steps to a sale tends to attune the minds of the salesman and his customer, and since thoughts, like sound waves, are vibrations, the thoughts of one mind can be transmitted to another mind which has been attuned to the transmitter.

It is essential, therefore, that the salesman possess a knowledge of the science of psychology, and the law of suggestion. Every successful salesman, either consciously or unconsciously, applies these laws.

In later lessons we shall touch upon this science by first making you familiar with the construction of the human mind and its dual nature, by revealing the existence of a silent force which few of us appreciate; i. e., the sub-conscious mind,—the inner man,—the mind that never sleeps.

Psychology or mentality, has become recognized as a modern science; its laws have been tried and proven. That it is useful to us in the practice of salesmanship—only tends to substantiate it in the world of science.

If there is a power that can be developed and used by the salesman to reinforce his conscious or ordinary selling methods, it is entitled to a place in the science of salesmanship.

From this outline you may form a fairly clear idea of the work before you. As a strong and winning personality is one of the first essentials, we shall now ask you to return to the starting point and commence with a thorough and conscientious study of yourself. You will find habits and characteristics that retard your progress. We will show you how to eradicate these. You will also find valuable traits and character qualities. They will form the foundation upon which we are to help you build the salesman.

“Knowledge and timber should not be much used until  
they are seasoned.”

—Holmes

## QUESTIONS

1. Define Salesmanship.
2. Describe Salesmanship as a Science.
3. Describe Salesmanship as an Art.
4. Give the three divisions of Salesmanship.
5. How are sales made?
6. What are the elements of a sale?
7. What is a sale?
8. Give the steps to a sale.
9. Whom should a sale benefit?
10. Of what does the first step to a sale, "to secure attention" consist?
11. What must the salesman be able to recognize from the customer's expression?
12. Of what does the second step to a sale consist?
13. In taking the second step to a sale how much of the proposition is included?
14. What qualifications are necessary for the salesman to take this step successfully?
15. When are the details of the proposition included?
16. What is the third step to a sale?
17. What is the first essential to the successful taking of this step?
18. What should this knowledge include?
19. What should the salesman be able to present to the customer at the psychological moment?
20. What do you understand by the quotation at the close of this lesson?

### Written exercise for this lesson.

Write an article describing the procedure involved in the analysis of the three steps to a Sale, using not less than one hundred words.



## NOTES

NOTES



## NOTES

## LESSON II

### PERSONALITY

We have given you a detailed analysis of the three steps to the Sale, that you may see the necessity of study and the development of a strong personality. There are no "ifs" nor "ands" in this science. You will either succeed or fail, according to the strength of your personality.

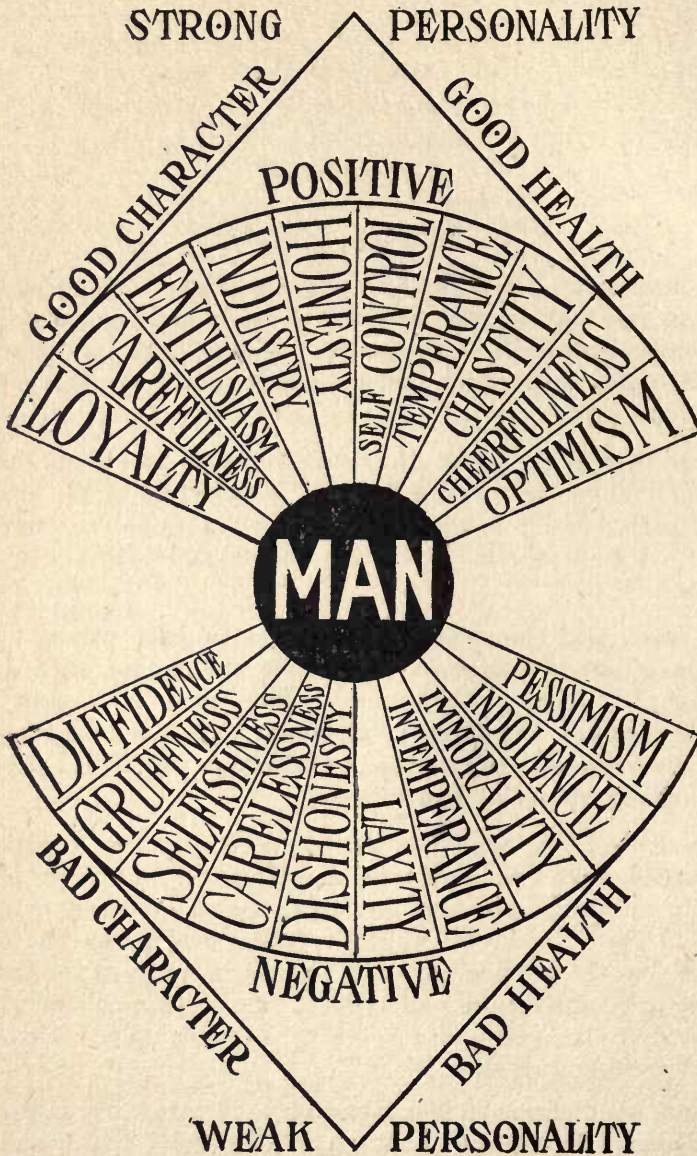
Personality is the result of the summing up of all the qualities of the individual that distinguish him from others of his kind. It is a presence, bearing or atmosphere, which gives us our impression of him. It indicates his character, habits and health. It is his trademark.

We often hear the remark in reference to some person, "There is a man of strong personality," or "There is a man with a weak personality." What do they mean? They mean; the result of his combined positive and negative character and health as they exist in him, gives them an impression of strength or weakness as his positive or negative qualities predominate.

In every normal man the positive and negative qualities are intermingled, each one capable of development; and as we proceed along life's pathway, they *are developed* either consciously or unconsciously. The vine grows and the fruit develops as the season advances, but the pruning knife and the watchful care of the gardener causes it to produce more perfect fruit. So, also, man's personality develops, but the *quality* of personality, depends upon the watchful care and pruning it receives.

We use the diagram on following page to illustrate our meaning;—man influenced by positive qualities, acquires good health and good character, which, combined, make a strong personality. While man influenced by the negative qualities, acquires bad character and poor health, which combined make a weak personality.





In this diagram we have used the most important of the positive and negative qualities that are to a greater or less degree a part of every human being. We do not intend to convey the impression

that any one person has the positive and negative qualities grouped as we have them in the illustration; we have separated the good from the bad that you may the more readily see which produces the weak, and which the strong personality.

To illustrate our subject more clearly, we will divide personality into two divisions; that which we see and that which we feel, when we come in contact with one another. The first we will term the "physical" side, which is composed of what we see and hear—the clothes, manner, hands, feet, color of eyes, hair, expression, voice, method of speech, etc. Second, the "unseen," and which is the strongest side of man's personality. It consists of both positive and negative qualities or faculties as radiated by the individual.

Personality is then the radiation of all the qualities and faculties as they exist. It is not as is often supposed, any particular trait of character but is a combination of all the characteristics as they exist in the individual. It is more in the nature of a result, a sort of presence or bearing, an impression of one's self which is given to another, not unlike heat from a radiator. We see the radiator and take cognition of its height, length, color, etc. We *feel* the heat.

Personality is a subtle something that emanates from one, and either attracts or repels, according to the degree in which the good or bad, the positive or negative, characteristics predominate. It is a sort of environment; which has developed through strength of character, and is radiated from one as heat radiates from the sun.

We are constantly influencing or being influenced, either consciously or unconsciously, by every human being with whom we come in contact, more or less, according to the strength of the personality of the individual.

The impression of yourself you give to the customer portrays your personality; he is bound to form some sort of an impression of you the moment you come in contact with him. We repeat, "*It is up to you,*" to see that the impression is a good one and that *your personality* radiates or reveals only such qualities or characteristics as tend to strengthen his estimate of you as a man.



Character is what a man really is; what his thoughts, actions and habits have made him. No young business man ever made a mistake by building a strong, manly, character as one of the pillars of his business career. Character will pass above par at any port and pays a larger dividend than any other acquisition you can make.

Do not confuse character and reputation. Reputation is what a man is reported to be and is generally founded upon one or more attributes of character which are so prominent as to attract attention.

Character is what a man in his secret soul knows himself to be. The character and reputation of the same man may be diametrically opposed. In that case, the reputation must be false, for the character is what a man actually is and cannot be otherwise than true.

We give below a list of the most common deterrent or "Negative Traits" of character and opposite each the name of the "Positive Trait" that you must substitute in its place, for you cannot get rid of them and leave a vacuum; some other trait must take the place each now occupies and be always ready to maintain and defend its position against the return of the former tenant.

Negative Traits	Positive Traits
Ignorance.....	crowd out with..... Knowledge
Intemperance.....	cease to nourish, practice..... Temperance
Immorality.....	observe..... Chastity
Indolence.....	replace with..... Industry
Indifference.....	substitute..... Interest
Laxity.....	exercise..... Authority
Carelessness.....	observe..... Carefulness
Gruffness.....	practice..... Affability
Pessimism.....	exchange for..... Optimism
Lack of Self Control...	practice..... Self Control
Lack of Concentration	attain..... Power of Concentration

**Ignorance** there is no excuse for. Knowledge of any subject may be obtained by applying oneself to its study.

**Intemperance** covers a large field. We may be intemperate in drink, eating, clothing, pleasures, work, sleep. The effect of intemperance will be inefficiency in every way, mentally as well as physically.

**Immorality.** The degrading effects of immorality, the injury to health, the isolation of the immoral, are things which will drive the salesman out of this profession. The customer may be willing to listen to immoral stories of a salesman, but will avoid bringing that salesman close to those whom he respects and in time will *avoid* having this salesman call at his place of business. Immorality is like the plague,—shunned by others. Replace immorality with morality. The man known to be moral will be welcome and sought for. A moral life gives strength and enables men to acquire all the qualities needed to be successful.

**Indolence** stands where activity and industry should be growing. When firmly rooted, it is as hard to kill out as a Russian thistle. It is like quack-grass, which will grow as well with the roots up as down, and secure new life wherever it finds soil. The only way to kill it is to smother it with desirable plants, and that is the only way to kill Indolence, smother it with activity. Indolence is a lack of energy; remaining inactive. It may be hereditary, or it may be habit; whichever it is, it robs us of all we might acquire through activity, and when firmly rooted, it is hard to overcome. It lies in wait like some insidious disease, fastening itself upon one while leaving him apparently well.

“Indolence is the dry rot of even a good mind and a good character,—it is the waste of what might be a happy and useful life.” We must overcome it, get rid of it, by the practice of activity.

Indolence will prevent the salesman from rising, above his present status. Indolence will create indifference.

**Indifference** is a lack of interest, lack of ambition and may apply to dress, action or speech. Any partial indifference retards the salesman. He must be interested in his personal appearance, as well as his work because his personality is a part of his capital.

Indifference is overcome by having an object in view, by arousing ambition to secure that object, and by exercising the will.

**Laxity** is giving up without an effort; looseness in business. Doing things in a slipshod manner. It gives up authority over



desire and passion. It prevents the acquirement of the qualities necessary to success. It should be replaced by authority over self, and thoroughness in everything.

**Carelessness** is a lack of attention to details and its disastrous results are traceable usually to a wandering mind or one that is concentrated wholly upon a single object.

You may have seen both of these conditions illustrated and noted their results while watching a game of baseball between amateur teams. In the one the third baseman was looking in another direction when the ball was being thrown swiftly to him; as a consequence, it went past within easy reach or else stopped by contact with his person. In the other case, the center fielder sees the ball in the air and upon that object alone he keeps his eye, as he runs with all speed to place himself in position to catch the ball in its descent, and just as he is about the grasp it, smashes against the left fielder, whose purpose and movements were the same.

Carelessness has been the cause of destruction of property and human life and is considered a crime. The brakeman who neglected to turn the switch caused the train to be wrecked, the passengers killed and wounded. He was guilty of manslaughter and should be punished accordingly. True, there was an absence of intent to injure; there was also an absence of attention to the details demanded by the nature of his employment. He who knows himself possessed of this negative trait must overcome it or avoid all positions of trust and responsibility, endangering life and property.

The greatest disaster is often due to a slight carelessness and therefore even in the smallest details of any work, carefulness *must be observed*. If the student perceives that he is becoming careless in any one detail, he must at once remedy the evil or it will grow into a habit, extending over other details and make him not only useless, but dangerous. This lack of attention often causes great loss or annoyance.

**Gruffness** in a salesman will make him unfit for that profession, as no buyer or prospective customer will negotiate through a man who lacks courtesy, nor will any house keep a man in its employ for

any length of time, who is possessed of this negative trait. A salesman knowing himself possessed of this disagreeable trait, should cultivate cheerfulness and courtesy.

**Pessimism** is looking on the dark side of things, expecting disagreeable things to happen. The Pessimist is a failure. Don't be a Pessimist. Take a big dose of Optimism every morning; look on the bright side of things, expect pleasant things to happen, expect success in everything you undertake, cast out doubt and fear by faith and courage.

**Lack of Self-Control.** No man can control others unless he first learns to control himself.

**Lack of Concentration.** It is certain that a salesman will not be successful if he has a wandering mind. He will not be able to talk convincingly on one subject if he is thinking of another, and must learn to control his thoughts and keep them where he wants them. (Method for acquiring self-control and concentration given in Lesson VIII.)

Knowing, then, that your personality will radiate the weak as well as the strong characteristics, you will be vitally interested in ridding yourself of traits that repel or cause doubt, and in strengthening such qualities as attract the favorable attention of others and inspire their confidence. Every intelligent, successful man will tell you that all success depends on the man. Hence you see that the first thing to do is to make the "man," and then teach him the Art of Salesmanship.

"You cannot dream yourself into a character, you must hammer and forge one for yourself."

—Froude

## QUESTIONS

1. Define Personality.
2. What does it indicate?
3. What do you understand by the remark, "There is a man with a strong personality," or "There is a man with a weak personality."



4. Explain the diagram, page 14.
5. Of what is the physical side of personality composed?
6. Of what does the strongest, or unseen, side of man's personality consist?
7. How may you be sure that the impression you give to the customer is a good one?
8. What is character?
9. Upon what is reputation generally founded?
10. Give a list of the most negative traits of character.
11. What statement is made regarding the effect of intemperance?
12. How does Indolence affect the salesman?
13. How may he get rid of this negative habit?
14. Why should a salesman be interested in his personal appearance as well as his work?
15. How is indifference overcome?
16. What is Laxity?
17. Why should carefulness be observed in the smallest details of any work?
18. Why will Gruffness make a man unfit for the profession of Salesmanship?
19. What qualities should the salesman cultivate to overcome Gruffness?
20. What is Pessimism?
21. Give the quotation at the close of the Lesson.

**Written exercise for this lesson.**

Write a description of the Personality you think a man ought to have to be a success as a salesman.

## NOTES



## NOTES

NOTES



## NOTES

## LESSON III

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### TAKING STOCK OF SELF

We have told you that in order to take the first step to a sale successfully a salesman must know how to judge people scientifically. Before attempting to judge others, however, he must be able to pass judgment upon himself. The average man while priding himself on his ability to read others seldom takes stock of himself. He sees faults in his friends and acquaintances but fails to note that he is exercising some of the traits he silently or loudly condemns in others.

Periodically the up-to-date merchant takes an inventory of his goods, or in the usual expression "takes stock." Then he learns what goods to re-order and what to get rid of at low-priced sales. He knows whether his stock is meeting the demands of his customers and what course to pursue if it is not.

So must the man who aims at Success "take stock" of himself to find those character traits which retard his progress and proceed to correct them. *Every character fault* is a handicap in the race for business. The inherent traits of character may be positive or negative. We have designated all traits that delay as negative and all those that hasten business success as positive.

As it is essentially important for the up-to-date business man to take stock of his assets so it is equally important for you to take inventory of "your assets," the positive and negative qualities that either assist you in your struggle for success or retard and hold you back.

The study of your own individual personality is to you one of the most important of all studies.



In taking stock of self turn the mirror of self-inspection until you see your positive and negative qualities as they appear to others. Self-knowledge brings acquaintance with personal strength as well as personal weakness.

As your self-examination proceeds you see each day where you can strengthen your positive qualities, and in proportion as you do strengthen them, you add to your personal power. Success comes only to those who know their weak points and strive constantly to overcome them. In this age of progress the man who is slow to analyze the cause of failure is soon relegated to the background.

Self-inspection will point out the negative traits and help you find the means to replace them by positive traits.

It is a law of the mind that two opposite traits cannot co-exist in equal strength and activity, one must supersede the other. To get rid of an undesirable characteristic, cultivate the characteristic directly opposed to it. For instance, you find on looking over the list of negative traits given in lesson II, some that you would like to get rid of. We will presume that you find you are ignorant of your own possibilities, careless in expending your money, inclined to be indolent, and lacking in self-control.

Take a card that you can carry in your vest pocket, so as to have it handy. Write at the top, "Qualities I wish to Develop." then underneath a list of the opposite positive traits you wish to cultivate in the place of the negative traits you wish to get rid of. Your card will read like this:

**QUALITIES I WISH TO DEVELOP**

Knowledge—of Self.

Carefulness—in money matters.

Industry—I will improve my time.

Self-Control—I will be absolute master of self.

We know that "Attention always stimulates interest and deepens the mental path over which action travels." We know that plant life attains perfection in proportion to the attention and cultivation

it receives; so in accordance with nature's laws, we strengthen the desirable characteristic by concentrating the attention and will power upon it.

Having determined what qualities you wish to cultivate and written them upon a card, keep the card with you and look at it often, concentrating your attention upon the desired character traits. As we proceed with the lessons, you will find how easily you can rid yourself of objectionable qualities, by this process.

We will now take up the "Negative Trait," Ignorance, and illustrate its meaning, or so much of it as affects the success of the salesman, for we use very few of the terms in their broadest meaning, as you will see by the following illustration. All the ignorance we are interested in is the special form that affects the efforts of the salesman, and we illustrate thus:

Ignorance of	{	Self
		Human Nature
		Human Types
		The quality and value of goods
		The value of money
		The value of time

Of these six forms, "ignorance of self" is the most universal, therefore, we place it first. We must now show you how to gain knowledge of self, that you may at a glance comprehend our plan. We will illustrate as follows:

Knowledge of Self is Gained	{	By Introspection, i. e., self-examination
		By the aid of true friends.
		By the words and actions of acquaintances, competitors and enemies.
		By study of psychology, i. e., lessons and books that reveal the workings of the mind and soul.

To gain a knowledge of self and get rid of such faults as you may discover, you must call to your aid certain mental faculties with



which all normal persons are, to a greater or less degree, endowed; they are:

**Judgment:** To determine what are injurious faults and habits.

**Will Power:** To enforce the decision of Judgment.

**Persistency:** That you may not halt in the carrying out of your purpose.

**Patience:** It takes time to eradicate some habits, and to overcome certain faulty traits.

By the use of these faculties you can crowd out Ignorance with Knowledge.

The way to "know thyself" is to study self, commence by retrospection of all past acts in which you have taken the initiative, then separate the good from the bad. Every act or word that has helped to add to the welfare or happiness of yourself or others is good. You must find the motive or impulse which prompted the act or word and by a study of self, trace it until you can name the quality or qualities in your character, that prompted you to the act or word.

Write the names of these qualities to your credit on the right of a card; opposite them, on the left, debit yourself with all bad habits and objectionable traits of character. This is taking stock of self, a process that cannot be too earnestly urged; the search for qualities, the recording of them, the daily review of them, will stimulate you to strengthen the useful and destroy the deterrent. This is the way to crowd out ignorance of self with knowledge of self. The knowledge thus gained will fit you, as no other study could, to accurately estimate the disposition and character of others with whom you have business or social relations.

You should know the name of every fault that retards your social and commercial advancement. It is the first step toward their elimination. You must find them. You should also find each talent and quality you possess that will aid you to proceed in the profession you have chosen; find them in your youth or early manhood while yet the years are before you during which they may be utilized.

A man cannot systematically control and direct the forces within himself until he knows each one and what it can accomplish. Where one fails by attempting more than he is capable of doing there are at least a thousand who fail ignominiously by not attempting enough. They have the forces that would compel success, but do not know it. They have not lined them up for inspection, and so, deterred by doubt and fear, they fail to attempt that which they could easily accomplish had they known the number and quality of forces at their command.

Knowledge constitutes many a young man's sole capital; it is a certificate of fitness for the position he seeks. The whole secret of your ability to earn a big salary is to know how to do some one thing a little better, or quicker, than others do.

"Self-reverence, self-knowledge, self-control, these three alone lead life to sovereign power."  
—Tennyson.

### QUESTIONS

1. Why must the man who aims at Success take stock of himself?
2. What are the character traits that delay progress called?
3. Why should he find these negative traits?
4. What have we designated as positive traits?
5. What becomes of the man who is slow to analyze the cause of failure?
6. What is the object of writing down the positive quality you wish to cultivate, instead of the negative quality you wish to get rid of?
7. How is knowledge of self gained?
8. What mental faculties are you told to call to your aid in gaining knowledge of self?
9. What is the object of calling on Judgment?
10. Why call on Will Power?
11. Of what use will persistence be?
12. Why should patience be necessary?
13. What is the object of the search for qualities, the recording and daily review of them?
14. What will the knowledge thus gained fit you for as no other study could?



15. Why are you urged to find each talent and quality that will aid you?
16. Why do some men fail to accomplish more?
17. Why do they fail to attempt what they could easily accomplish?
18. Of what value is knowledge to any young man?
19. What is the secret of the ability to earn a big salary?
20. Give the quotation from Tennyson at the close of this lesson.

**Written exercise for this lesson.**

Take Stock of Yourself and make a list of at least five positive qualities the improvement of which will add to your personal power.

Ask three of your class mates or friends to point out the objectionable qualities, which they have noticed detract from your personal power. Add their opposites to the list of positive qualities to be cultivated.

NOTES



## NOTES

NOTES



## NOTES

## LESSON IV

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### KNOWLEDGE OF HUMAN NATURE

Returning to the illustration, Lesson II, we take up the second form of ignorance, and endeavor to crowd out ignorance of human nature by a knowledge of human nature.

### THE TRIUNE MAN

When we speak of the triune-man, we mean the outer and visible body, or physical man, the mind or mental man, and the soul, or spiritual man.

We have told you that the first step to a sale is to attract favorable attention. We will now consider the body, mind and soul in relation to personal attraction.

Remember that all reference to Body, Mind and Soul, made in this study, is for the sole purpose of determining the part each takes during the transaction we call "a sale."

**Body.** The "physical man" or body, is the present habitation of the mind and soul, through which they find expression. It is attractive in proportion to the beauty and strength of mind and soul and its growth and safety depend upon the care with which they watch over it.

The body is the machine of the mind and soul, through the senses it conveys to the mind the attitude of the purchaser, then in turn carries out such movements as the mind directs. For instance, shaking hands.



The bodily attractions are health, cleanliness, form, features and dress.

Health is attractive. It radiates from its possessor, it inspires confidence, it assures us that there is ability to accomplish great things. Therefore it is necessary that the salesman realize the importance of Physical health as an attraction.

Cleanliness promotes health; gives a feeling of buoyancy and self-respect. Bodily cleanliness should extend from the tip of the toes to the finger nails and penetrate to the ears and teeth. Hence this is where to begin to make yourself attractive. If not scrupulously clean at this moment, put yourself in that condition before you meet anyone else. The test is to examine your teeth and finger nails.

The symmetrical form is in itself an attraction and can be preserved and improved by care and judicious exercise. There are numerous works on "physical culture," so that it will not be necessary, in these lessons, to lay down rules for obtaining perfection of form.

The features are attractive only as they express the thoughts of the mind and the emotions of the soul. The most perfect features are not attractive, when the mind which should light up the face is vacant or occupied with gloomy selfish thoughts. On the other hand, a face formed by irregular features may be wonderfully attractive, when lighted up by cheerfulness, unselfish thoughts and lofty emotions.

As the dress should fit the outline of the body, so it should fit the character of the person wearing it. It should be neat and suitable for the occasion, but should not be made the most prominent feature or the man himself will be a secondary attraction.

**Mind.** The mental man is the intellectual faculty to which the five classified senses convey all knowledge of people, conditions, and things within the radius of each sense. It is the court that decides what is best for the three. As the body is nourished and built up, so, too, can the faculties of the mind be nourished and built up.

Regard each faculty you possess as an apprentice learning his trade, one who has promised to work for you the balance of your life.

Then you will see that it is to your interest that they become expert and this can only be accomplished through development, and you alone can do it.

\*For the purpose of explanation, we will admit that the mind of man occupies double rooms. In one dwells the objective mind; in the other, the subjective. We use the terms objective and subjective or, conscious and subconscious mind, for convenience. We do not intend to convey the impression that the sub-conscious mind is a separate mind, but that it is auxiliary to consciousness as a whole.

That we possess this subjective mind, that it is in communication with our nerve cells, which convey messages to every part of the body is proven to us by noticing how well the bodily organs, the feet, hands, etc., perform each accustomed task without conscious effort or force of will on our part.

A receiving and transmitting battery is possessed by every normal brain. The messages are sent out by way of nerve cells to the muscles of the body which produce changes that are transmitted through the intervening space, by air waves and light waves, thus reaching the sense organs and finally the brains of others.

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\* If this statement needs justification, it can be furnished by students of psychology all over the world. Sir John Herschel says, "We have evidence of a thought, an intelligence working within our organization, distinct from our personality." Professor William James, of Harvard University, holds that the subjective self is nowadays a well accredited psychological entity." Thomas J. Hudson, LL. D., defines the objective mind as "that which takes cognizance of the objective world. Its media of observation are the five physical senses; it is the outgrowth of man's physical necessity. It is his guide in his struggle with his material environment. Its highest function is that of reasoning."

The subjective mind is the seat of the emotions and the storehouse of memory. It takes cognizance of its environment by means independent of the physical senses. It perceives by intuition. It performs its highest function when the objective senses are in abeyance; it guides us in all automatic movements, often without attracting the attention of the conscious mind as, where a man regularly winds his watch at a certain hour. Ask him five minutes after the operation is performed and he may not be able, though his life depended upon his answer, to tell whether he had or had not wound the watch.

It is the subjective mind that guides your feet in running or walking; the objective mind takes no heed unless there are obstacles or obstructions which the senses reveal to it. The finished musician keeps his eye on the written sheet while his hands and fingers interpret on the keyboard that which the eyes see upon the printed sheet. Neither the sense of sight or feeling is directed to the keyboard. The work of the hands is intrusted to the subjective mind, while the objective mind is otherwise, employed. Many schools have introduced the touch system in teaching stenography. By this method the operator is enabled to keep his eyes on the notes without giving conscious thought to his fingers or the keys.



The force of the message sent depends upon the importance and truth (as it appears to him) of the conviction the sender seeks to transmit, and upon the intensity and enthusiasm with which it is sent forth. It rests, therefore, upon the sincerity and honesty of his belief in the truth of what he is saying and his personal force of character.

The ability to receive, depends upon the proximity and open receptive mind of the receiver. He must not be put on his guard or antagonized in any way, else he will steel himself against the persuasive arguments of the sender. He must not feel, either, that the character of the one whose suggestions he is receiving, is lower or baser than his own; else, he will shrink from them. We yield only to those whom we admire.

The *ability to transmit to the mind of the customer* the conviction and enthusiasm which the salesman cherishes toward the article he has to sell, is the secret of making him a purchaser. Words alone will not do it, for he is ever on the defensive, alert and ready to combat wordy arguments with words.

The air he breathes must be charged with the magnetic thoughts of the salesman. In turn they are rapidly recorded upon the receiving battery of the prospective purchaser. The purchaser thinks these thoughts are his own and recognizes how perfectly they agree with the words the salesman is speaking. He sees the argument exactly as the salesman presents it. His confidence is secured, he is convinced.

**Soul.** The spiritual man, though we consider him last, is the most important of the three. It is generally conceded that the physical man exists only for a time for the purpose of building up the one man who never sleeps, never dies, and whom we have been taught to call the soul. Now as in the case of the mental man, try and give this spiritual man a form that you may distinguish him apart from the others.

We want you to understand that your soul is closer to you than your hands and feet; more ready to do for you than are the hands; prompter to go and fetch for you than are your feet.

What we all recognize as a "Man" is, then, really, three distinct men; their names are Body, Mind and Soul. The three constitute

the man we know as such—the man you are—the man I am. You can comprehend the three as one, just as you do that bone, muscle and flesh form the one physical man. You speak of the head, the trunk, the limbs. So, too, in conformity with the usual mode of thought and expression, we wish now to speak of *THE Body*, *THE Mind*, *THE Soul*, as parts which form the one perfect man.

Our object in discussing the trinity of man is to make the student feel that the unseen mind and invisible soul are each greater men than the body, capable of being trained and worked every day for his own advancement, and for the good of the trinity, the body, the mind, and the soul.

Of the twenty foundation rocks upon which the science of Salesmanship is founded, one relates to the building and care of the body; the other nineteen to the building and care of the invisible, but evident mental and spiritual man. They are:

Health	Sobriety
Character	Fidelity
Purpose	Loyalty
Knowledge	Confidence
Judgment	Enthusiasm
Energy	Persistency
Diligence	Determination
Industry	Magnetism
Sincerity	Diplomacy
Stamina	Courage

This is the foundation upon which you are to build the superstructure, Character, and this foundation must be laid on bed rock or the edifice will settle, crumble and fall. Pure thought, right motives, worthy ambitions, honest methods are the four corner stones upon which to build a character that will inspire trust. Pure thoughts will leave you morally clean; right motives add to your power of achievement. A worthy ambition will be an incentive to work and rise above your present position; honest methods mean giving to



others something of more value to them than the money they give you in return.

**Corner Stones**

{ Pure Thoughts  
Right Motives  
Worthy Ambition  
Honest Methods

The powers and privileges of body, mind and soul must be considered in relation to each other.

The importance of each is determined by its power and influence over the other two. "Body Man" cares nothing for either mind or soul; though the nerve cells be continually clamoring for exercise, ease or pleasing sensation.

Mind, possessed of ambition and pride, is watchful for the welfare of the body, through whom he shines and finds expression. When Mind is strong, Body is controlled by his decision; when weak, he yields to Body's desire, thus often destroying his beauty or life.

The relation of soul to mind is entirely different. Soul often asks of the Mind what is best for the three. Mind, in his working moments, seems to be in command, and Soul can only accomplish his purpose by making suggestions to Mind. Mind can order them carried out or not as he desires.

We seek to impress upon the student the trinity of man for the one reason that body, mind and soul each perform a part in the exercise of scientific salesmanship.

If not already convinced that you have an influence that impresses others almost unconsciously, study and observe until you *are convinced* of it.

It is sometimes called "personal atmosphere" and may be repellant, soothing or stimulating. Where any of these emotions are recognized, it is due to the person from whom the messages are transmitted to your own mind. If the character embodies your own loftier ideas, you approve and are stimulated. If, on the other hand,

the character is of a lower order than your own, you are repulsed, and reject the suggestions received.

"The moral law of the universe is progress: Every generation that passes idly over the earth without adding to that progress, remains uninscribed upon the register of humanity, and the succeeding generations trample its ashes in the dust."

—Mazzini.

## QUESTIONS

1. What is the subject of this lesson?
2. What do we mean when we speak of the Triune-man?
3. What is the purpose of all reference to body, mind and soul, in this study?
4. Name the bodily attractions.
5. Why should a salesman realize the importance of physical health as an attraction?
6. What alone determines the attractiveness of the features?
7. Describe the mind, or mental man.
8. How are you asked to regard each faculty that you possess?
9. Name the two divisions of the mind as given in this lesson.
10. What proof have we in our every day life that we *do* possess this subjective mind and that it is in communication with our nerve cells?
11. Explain how messages are sent by every normal brain.
12. Upon what does a person's ability to transmit his thoughts depend?
13. Upon what does the ability to receive depend?
14. If he is antagonistic in any way, how will it effect the receiver?
15. What ability on the part of the salesman is the secret of making the customer a purchaser?
16. Why is the spiritual man, or soul, the most important of the three?
17. What is our object in discussing the trinity of man?
18. Name the twenty foundation rocks upon which you are to build the super-structure, Man.



19. Give the reasons why pure thought, right motives, worthy ambition, and honest methods are the four corner stones upon which to build a character that will inspire trust.
20. What influence does mind have over body?

**Written exercise for this lesson.**

Write a synopsis of the proof furnished in the footnote "that man possesses a subjective as well as an objective mind," and state your own opinion and observations in connection with the same.

## NOTES



## NOTES

NOTES



## NOTES

## LESSON V

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### SUGGESTION

It is the aim of the salesman to induce belief and cause action. His Success depends upon his command of the *psychological conditions* that produce belief and action.

There is an atmosphere of thought and feeling in every interview which may or may not be favorable to the action he desires and it is his business to make this atmosphere count *for* him instead of against him.

How such an atmosphere is produced, how it is maintained and strengthened, the experienced salesman knows instinctively, as the fruit of that experience. But his control over the *means* by which the result is reached can be improved by the study of the machinery he uses—namely, the human mind and its laws.

Psychology recognizes two principal means of producing belief and action. They are reasoning and suggestion. These forces do not work separately, but in conjunction with each other. They supplement one another, but they do so in widely varying proportion.

Sometimes it is the force of reasoning which is preponderant, while suggestion is at a minimum; sometimes suggestion is most prominent, while the factor of reasoning is altogether in the background.

The salesman therefore should be able to handle effectively both the force of reasoning, through argument, and the force of suggestion,



through personality, speech and action. Any weakness in either is likely to have an unfortunate effect upon the other, while whatever strengthens one will to some extent increase the effectiveness of the other.

**Reasoning.** A salesman who wants to reason well, should be a storehouse of information on the details of his business. He ought to know the needs of his customer, the state of the market, the character and quality of his goods, the nature of his competition. All this he should have at his tongue's end. Every substantial argument must be built upon relevant facts and presented in a clear and orderly fashion to be most effective.

**Suggestion.** The mind of man might be likened to a ball of wax. Every impression made upon it is retained. Some impressions are deeper than others by reason of the attention or force with which the impression is recorded. The mind preserves a mental record of *every thought* that comes to a person's attention.

That thought is a great force is undeniable, as is also the fact that it can project itself, as do the sound waves thrown out by a Marconi instrument, and like the wireless message come in contact with other instruments (minds) which are attuned to catch these vibrations, and through this silent though forceful impact receive a distinct impression.

Now let this thought burrow deep into your mind. "Thoughts are real things, they are a real force that is capable of making or marring life." In times past this statement might have aroused a feeling of ridicule, but at the present time the realization of this truth is not limited to the few searchers after truth, but is being grasped by the minds of many who are utilizing the knowledge in the affairs of life.

Thought is the great force that controls all our actions, assists in our advancement or retards and holds us back. It is the main spring that moves us to action, for every action is preceeded by a thought.

Thoughts are constantly passing through our minds from the time we awaken in the morning until we sleep at night. The average man gives but little heed to the various thoughts which pass through

the conscious mind during the waking hours, and but few can take a retrospective view of the day and at night recall the myriads of thoughts that have been recorded upon the mind; yet all are there, awaiting the master call.

The men who do the forceful thinking are the men who rule the world. The statesmen, captains of industry, the eminently successful physicians and lawyers: in fact, the leaders in all lines of effort have all become what they are through the law of mental force; whether they realize it or not.

The salesman who does realize and understand this Law, has an immense advantage over his competitor, who does not, and who follows in the passive path of mental effort. Emerson evidently realized something of this law of mental, force, for he wrote "Thoughts rule the world."

Every thought, whether unspoken or given the outward expression of words, has a real value.

James Edward Creighton says, "Thinking is the intellectual act by means of which knowledge is obtained." We do not really *know* any fact until we think it.

Your thoughts effect your life for good or ill in accordance with the thoughts you create.

A person cannot entertain good thoughts constantly and be evil; neither can he let evil thoughts constantly possess him, and be good. It is the unalterable law of nature that "the seed we sow, we shall surely reap in kind." Therefore, "gather up pleasant thoughts in your mind, for pleasant thoughts make pleasant lives."

Because a bad thought or mental picture comes unbidden into our minds, we are not obliged to harbor it for an instant; we can train the "Will" to drive out the unwelcome guests and replace it with a positive, forceful tenant that will help us to a stronger Mentality. You cannot continually create thoughts of indecision, fear, etc., and succeed, and just as surely you cannot fail if you fix in your mind a determination to succeed, to go ahead, to persevere, thus establishing a process of thought construction that draws assisting forces to you.



Thought is the electricity of the brain which acts upon the nerves, they in turn, act upon the muscles of the body and impel them to action.

Thus we see that a thought or belief, is always a link in a chain, which issues in action. Thought may be started by a stimulus of one's sense-organs, as when we see a strange or interesting, or otherwise suggestive object, or witness a striking occurrence, or hear another speak.

Thoughts may also be started without any such stimulus to the sense, by the action of traces left upon the substance of our brains, by previous outward impressions. In either case, whether they come from without or arise directly within the mind, they lead to some sort of action. Thinking is impossible without muscular contraction. It may be only changes in the breathing, in the pulse, in small muscular organs altogether hidden from sight, or it may be a raising of the arm, a clenching of the fist, a more or less prolonged series of movements constituting an overt action. But in every case, thought and feeling produce motor consequence.

What is true of thoughts and feelings is also true of beliefs. The *beliefs* we hold exercise a control over the muscular apparatus of our bodies, that is, *stronger*, more *definitely directed*, more permanent and more efficacious than that exerted by our *vagrant* thoughts and fancies. If we believe that the postoffice is open, we are inclined to call for our mail. The belief has *set* our muscles in favor of that action. If we believe it is closed, our muscles are set against it.

If we have confidence in a salesman, we are prepared to listen to what he says, to believe his representation, to act as he suggests, and all this is on the bodily side, a matter of muscular preparation, of the opening or blocking of motor channels connected with the brain parts that are active at the time, because of the thought or belief which is present in the mind.

Two ideas may tend to interfere with one another. A thought may knock at the door of the mind and yet fail to find entrance there, because a contrary thought has already taken possession of the mind.

Some thoughts are harmonious; they tend in the same direction. They lead to the same action. Their simultaneous presence in the mind is mutually strengthening.

There are harmonious thoughts and contrary thoughts, so there are harmonious beliefs and contrary beliefs.

Now we are ready for a more precise notion of what we mean by a Suggestion. *A suggestion is an idea or belief which acts so as to exclude a contrary idea or belief from the mind, while it strengthens the force of related ideas, and paves the way for a suitable action.*

Let us take a few examples. Hypnotism consists in producing an abnormal state of mind, in which attention is concentrated upon a very narrow field. The extreme attention thus given to one thing leaves the mind very suggestible, so that almost any idea which comes from the source upon which the mind is focused will be believed, sometimes even against the evidence of the senses, and almost any suggestion of action obeyed, even tho the act be stupid and ridiculous. The physician tells his patient who has just been hypnotized, and who is therefore wholly absorbed in the hypnotizer and oblivious to all other things, to stretch forth his hand. He tells him that he cannot now move it. The patient believes him, and cannot move it. His *belief has blocked the channels of motor discharge*, which would otherwise have contracted the proper muscles to move the hand. This is an extreme case of great suggestibility in the abnormal state; but the workings of suggested ideas and beliefs in the normal state are quite the same in principle. The only difference being that in the normal state *more* contrary ideas are formed, or are free to arise; thus presenting obstacles to the unhindered working out of suggestion.

Now, if *sense perception* and *memory* can be so easily modified by suggestion from without, it is clear that *action* which is much more liable to modifying influence than either memory or sense-perception *must* be subject to control by suggestion.

We have learned that a suggestion is a formulated thought. That it is an idea that enters into the mind with such force and power that for the time being it sets aside all else and excludes all other thoughts. The period of time may be only the fraction of a second.



The thoughts we receive from what we hear, see or feel from animate or inanimate sources, either through the five physical senses or by way of the sub-conscious mind, are suggestions received.

The thoughts we give to others through our personality, speech or action are suggestions to others.

The thoughts we give to ourselves by repeating to ourselves the statements we wish to believe, are auto-suggestions. "Auto" means self, "suggestion" an impression; therefore, auto-suggestion is an impression made on oneself by oneself.

The three general forms of suggestion we wish then, to consider are:

**Suggestions received**

**Suggestions to others**

**Suggestions to self—or auto-suggestions**

The influence that suggestions received exert in shaping our future lives is startling, and is *beneficial or otherwise*, in accordance with the *shape* of the suggestion and *its frequency of repetition* consciously or unconsciously, we tend to become what others think we are. That is, the impression we make upon others is returned to us again. To illustrate; a young man secures a position with a mercantile house; and is determined to succeed. He is enthusiastic in his work, careful as to details and honest in his dealings with firm and customer. These actions impress those with whom he comes in contact with the thought that he is enthusiastic, careful and honest, and they, in turn, give back to him, through the various senses, their impression of him, thus involuntarily strengthening these qualities.

Suggestions to others are given by firm emphatic statements, which we believe, by repetition, by indirect insinuation or hint, by personality, environment, objects, etc.

Suggestions to others, that is, to the customer by the salesman, should be such as to attract attention, inspire confidence, and create desire in his mind for the article offered and cause him to act in accordance with the suggestions given.

Suggestions to self are received into the mind in the same way as suggestions from others, by way of the senses through the outer or observing mind (objective mind) to the auxiliary or subjective mind.

Suggestions to self are given by emphatic statements and repetitions, that is, *by repeating to self* again and again the statements we wish to believe.

The dividing line between suggestion and auto-suggestion is hard to define. For example, one may receive an impression, which is the effect of an outside influence, with such force that it takes a firm hold upon him, so far it is suggestion received, but when he repeats the suggestion to himself, it becomes auto-suggestion and the oftener the suggestion is repeated the deeper the original impression becomes.

The value of auto-suggestion to the salesman in character-building, self-development, and all the various forms of self-improvement along mental lines, can not be too highly estimated.

“Learning without thought is labor lost;  
Thought without learning is perilous.”  
—Confucius.

## QUESTIONS

1. Upon what does the salesman's ability to induce belief, and cause action, depend?
2. Name the two principal means of *producing* belief and action.
3. State how these forces which work in conjunction, supplement one another.
4. How should the salesman be able to handle these two forces effectively?
5. Explain the resemblance between the mind and a ball of wax.
6. How are impressions made on the mind?
7. What influence has thought on our lives?
8. How may one establish a process of thought construction that will help him to succeed?
9. Explain how thought produces action.
10. How may thoughts be started?



11. Why does a thought sometimes fail to find entrance into the mind?
12. What are harmonious thoughts?
13. What is a suggestion?
14. What are the thoughts we receive from all animate or inanimate sources, either through the five physical senses or by way of the sub-conscious mind, called?
15. What are the thoughts that we give to others through our personality, speech, or action, called?
16. What are the thoughts we give to ourselves, by repeating to ourselves, the statement we wish to believe, called?
17. How are suggestions to others given?
18. What kind of suggestions should be given to the customer by the salesman?
19. How are suggestions to self received into the mind?
20. How are suggestions to self given?

**Exercise for this lesson.**

Give yourself the Suggestion, "I will improve my time." Repeat at three separate intervals each day for one week and note the result. At each repetition try to sense its meaning; and do *at once* whatever is suggested to you at the time as a means of carrying out the idea expressed by the sentence.

NOTES



## NOTES

## NOTES



## NOTES

## LESSON VI

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### SUGGESTION—Continued

One of the most powerful factors in Salesmanship is the law of suggestion. In fact, *suggestion* enters every department of our activity and plays a larger part in *moulding* our character and activities than we are aware of. It gives inspiration and impels to action on the one hand, or binds up one's personal power on the other. At one time Suggestion lets loose the combined powers, which act with rapidity and decision, accomplishing great things, while another suggestion, at another time, clogs the machinery of personal energy with the rust of doubt and fear.

A suggestion coming to one from an external source may encourage or discourage. We cannot always have the helpful assistance of encouragement from others. Many suggestions from without tend to clog our energies, rather than to make them more active.

Our parents and friends are prone to entertain doubts about our achievements until we have passed through the formative stage and actually accomplished the thing. Obstacles are many, real helps are few. These facts in human nature throw us back upon our own resources, our own self-reliance, our own self-assertion, and we must allow the mind to receive and accept only such suggestions as will encourage, inspire, and impel us to right action.

A suggestion coming from oneself may encourage or discourage; the law of suggestion is just as potent if the suggestion is made to yourself by yourself, as if made by someone else to you. In other words you can persuade, stimulate and energize yourself, it is your



privilege to live independent and above the conditions surrounding you. Your self-assertion is to redeem you from the downward tendencies of your environment. It is your privilege to **rise**—to grow.

It has been scientifically and practically proven that you may suggest yourself, in other words, talk yourself into action and *achievement*, when nothing else will spur you on. There is power to be laid up in repeated auto-suggestions. Many a man today has raised himself out of his lethargy into spirited action by systematic and persistent auto-suggestion.

He who has the assistance of good habits of thought or action has launched himself in a bark that floats with the tide of Success. Habit is but a thought or act so oft-repeated that it has gained a fixed tendency or momentum.

Tasks that can be done under the operation of the sub-conscious mind, where habit resides, are done with ease and comfort. Thoughts which have become so self-operative as to have become unconscious as well as conscious, thus habitual, are dominant in their influence over words and actions.

Fortunate then is the one whose self-assertion of "I can and I will" as regards his self-control and business achievements, has become so habitual a mental characteristic, as to have fixed itself deeply and dominantly as a sub-conscious factor.

Get the mental habit, "I can and I will," woven into every fiber of your mental make-up. This spirit in business is invincible. People naturally gravitate toward the man whose attitude towards himself and his ambition bespeaks a determination to succeed.

Keep the image, Success, constantly in your mind, fortify it with incessant affirmatives, no matter how paradoxical it may seem at the time. Keep right on telling yourself that you will do the thing you desire to do, formulate your purpose in a sentence and repeat, repeat, and repeat it to yourself, many times a day.

You store self-assertion by so doing. You give the brain cells a high specialization and tendency to function on the line of the assertion, with the result that action naturally follows. Either conscious or sub-conscious thought precedes every act and gives to it the word

"go." Action becomes habitual, in just the degree that the thought that impels it becomes habitual.

Some people are full of the assertion, "I can and I will succeed in my profession." With some this auto-suggestion is a natural characteristic of their bouyant nature and they make no conscious effort because "I can and I will" has become an habitual mental characteristic, fixed dominantly as a sub-conscious factor.

Others, and this class is in the majority, just as habitually give way to the auto-suggestion of "I am afraid I won't make it go." To these this gospel of self-assertion should come as an inspiration. If you are in the ranks of this majority, desert at once. Let tomorrow's sunrise find you in the ranks of those whose motto is "I can and I will." Wind up within your brain a great mainspring, a great center of energy by repeated assertion in words and actions, that you will succeed, patiently, actively, joyously succeed.

Keep the mainspring tightly wound by your auto-suggestions and see to it that it is ever unwinding in activities and achievements.

Thus far we have sought to establish the fact of Suggestion, to explain the method by which it works and to point out its place in the salesman's armory of weapons. We shall now discuss certain principles of suggestion which, if the student will bear in mind, he will find helpful.

First: *Individuals differ in suggestive power.* No one is entirely devoid of it. Everyone can inspire some one with confidence. Everyone can command some degree of attention. Some individuals have the gift of magnetism which is only another name for suggestive power in an extraordinary degree. There are speakers who carry us along against our wills, although their purely intellectual power may be small; they convince us, at least as long as we sit under the spell of their eloquence. There are keen analytical minds who fail to stir us when they speak, their appeal leaves us cold and doubtful, they do not develop enough momentum to carry others with them. That is why they lack suggestive power; they make excellent legal advisers, but very poor jury lawyers. Something else is needed in a leader of men beside ability to reason and argue.



But in spite of natural differences, suggestive power can be developed where it is embryonic and strengthened where it is weak.

Second: *Individuals differ in suggestibility.* Children are more suggestible than adults. Adults differ greatly among themselves. There is the man who always honestly agrees with the last person who argued with him; and there is "the man from Missouri" who must be "shown." Fatigue increases suggestibility, as shown by laboratory experiments. Intoxicants also increase it.

Sometimes we have negative suggestibility, so that the mind works by contraries. In such cases, the suggested idea calls up an opposite idea and this gathers greater force than the original suggestion which is finally disbelieved or rejected.

Where a customer is suspected of contrariety, the salesman will always choose an indirect mode of attack. If the customer is suspicious of the trustworthiness of salesmen in general he cannot well be argued out of it. He must be shown indirectly without letting him know that an attack is being made upon his prejudice, that this salesman at least is different, that he understates rather than overstates, that his character is genuine, that his word is to be trusted.

Third: *An idea is suggestive in proportion to the respect and liking commanded by the person who introduces it.* The general personality of the salesman figures quite as much as his technical ability. A reputation for fairness, consideration for the buyer's interests, respect for the individuality of the customer, a spirit of good fellowship—these things are assets which lend weight to the salesman's arguments and power to his persuasion. The salesman's profession is one of the most broadening in the world, because, to a very large extent, the qualities that make a good salesman are exactly the same as the qualities which make a good man. The weight of a salesman's *personality* is so much *power* lent to his words. One should not give the impression of exhausting oneself at the first onset. Information, argument, ideas, *held in reserve* increase the power of those that *are revealed*. A man should always have more to offer than the occasion demands, and he should not offer all that he can. The sense of unexhausted resources is the *secret of power* in Personality.

Fourth: *The suggestiveness of an idea is determined by the circumstances and surroundings of its introduction.* It pays to advertise by the use of "high art" calendars because the excellence of the picture tends to suffuse the prospective buyer's idea of the article advertised. The same principles hold in Salesmanship. Such little details as the dress or manner of speech of the salesman may give an atmosphere of dignity or flashiness or tawdriness to the goods he sells, and to the house he represents.

Fifth: *An idea is suggestive in proportion to the enthusiasm and depth of conviction with which it is presented.* A cold, lifeless presentation kindles no fire in the breast of the buyer. An unconvinced salesman is an unconvincing salesman. A salesman who does not respect his own employers and believe in their business methods will not make others believe in them.

Sixth: *An idea is suggestive in proportion to the thoroughness with which it has been assimilated.* Enthusiastic familiarity breeds not contempt, but produces conviction. Let a salesman be so familiar with his talk, his plan of campaign, that he can vary the attack at a moment's notice, choose different language according to circumstances, approach it from many sides with equal facility, and this very familiarity with his subject will give him power.

Seventh: *The suggestiveness of an idea is proportionate to the absence of a critical reaction in the mind of the customer.* No matter how good an argument may be as an argument, if it seems counter to deep-seated prejudices in the mind of a customer, it will stir up opposing ideas which will defeat it, unless these can be overcome. Over-persistence and over-emphasis sometimes produce the same effect. A presentation that is too slow, or too long in coming to a head, gives time for antagonistic ideas to arise in the mind. The salesman should seek to discover the line of least resistance and work as fast as is consistent with clearness. Let him not talk a minute longer than is necessary to bring the customer into an attitude where he is ready to make a favorable decision.

Eighth: *An idea gains in suggestiveness by being repeated in a variety of ways.* I'll believe anything at all," says Mr. Dooley, "if ye'll only tell it to me often enough." Unvaried repetition, however, is not so serviceable as repetition clothed in the garb of variety.



Don't be afraid to hammer hard on a strong point. Repetition is the secret of most people's faith but a bald repetition is tiresome and awakens distaste. A varied approach tending by many ways to the same end is better. The ability to use figures of speech, to tell illustrative stories, to vary one's phraseology, are so many ways to sugar-coat the pill of repetition and make it sweet to the taste.

Ninth: *The suggestiveness of an idea depends on the place it occupies in the order of presentation.* The strongest positions are the first and last. The first impression is sometimes decisive for the manner in which all that follows will be received. Every care should be taken, therefore, to "put the best foot forward." The last impression should be a climax. If not, all that precedes is weakened. Orators always pay particular attention to their introduction and their perorations. What comes between does not attract the same degree of attention.

Tenth: *In the case of a normal well-balanced mind, indirect suggestion is more powerful than direct suggestion.* By direct suggestion is meant such commands as "Buy Pears Soap," "Sign the contract," etc. By indirect suggestion is meant the production of an atmosphere favorable to the action desired without putting the demand for such action in the foreground. Marc Antony's speech over the dead body of Julius Caesar, is the classical example of indirect suggestion. He wanted to influence the populace against Caesar's enemies. But he spoke only of Caesar's merits, called his assassin's "honorable men," and depreciated violence. The mob not being urged to violence caught the idea spontaneously, and were all the more enthusiastic in the revolt, because it seems to be in response to a prompting original with themselves.

When you allow a man to draw his own conclusions from premises furnished by you, he will be more thoroughly impressed with its wisdom than when you state it baldly yourself. Sometimes the battle is won by taking the favorable conclusion for granted. The book agent presupposes that the prospective customer is going to buy his literature and assumes that the only thing to be decided is the choice of binding, or the place where the name is to be signed, and the customer often falls in with the idea, this being the line of

least resistance. The newsboy who says "Which paper, sir?" sells more copies than the boy who doesn't take it for granted that you are going to buy. And the salesman who can bring his customer gently and insensibly to the point where there seems to be only one step to take and then allows him to take that step, without interference, as if it were on his own initiative, has mastered one of the finest and most difficult branches of his art.

"I find the 'great thing' in this world is not so much where we stand, as in what direction we are moving."  
—Holmes.

### QUESTIONS

1. Are suggestions coming from external sources always helpful?
2. What is a habit?
3. What influence over words and actions is exerted by thoughts that have become habitual?
4. In what degree does action become habitual?
5. How may you wind up within your brain a great mainspring or center of energy?
6. Can suggestive power be developed by every normal person?
7. Explain negative suggestibility.
8. What is the result?
9. When a customer is suspected of negative suggestibility, what must be the method of approach?
10. How does the respect and liking commanded by the salesman influence the suggestiveness of an idea which he introduces?
11. Name some of the assets which lend weight to his power of argument?
12. Why should a salesman have more information and arguments to offer than the occasion demands?
13. What influence do such details as dress, manner of speech, etc., have on the suggestiveness of the goods the salesman offers for sale and the house he represents?
14. Why should a salesman be so familiar with his talk or plan of campaign that he can change his tactics at any moment, choose different language according to circumstances and approach it from all sides with equal facility?



15. Why should the salesman seek to discover the line of the least resistance and work as fast as is consistent with clearness?
16. How should an idea be repeated to gain suggestiveness?
17. What are the strongest positions in the presentation and how do they differ from each other?
18. What is meant by direct suggestion?
19. What is meant by indirect suggestion?
20. In the case of a normal well-balanced mind which is the more powerful direct or indirect suggestion?

**Written exercise for this lesson.**

Write a short sketch of some man now living who has suggestive power in an extraordinary degree, giving an occasion of its demonstration.

Make several statements expressing in a variety of ways the idea suggested by the following: "Mr. Jones, this is the finest machine of the kind manufactured."

NOTES



## NOTES

NOTES



## NOTES

## LESSON VII

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### THE DEVELOPMENT OF THE MAN

We have explained the relation of Body, Mind and Soul to Personality and given an explanation of the law of suggestion in its application to Salesmanship, to enable you to take up the development of yourself from the point where we left off at the close of Lesson III. You must from now on (if you have not already done so) begin to suggest a line of thought that will enable you to train and develop your apprentices and make of yourself that type of man you wish to be.

The following page contains a list of faculties, qualities or apprentices. A faculty is the power or ability of doing something. The faculties include all the endowments of Body and Mind. A quality is a distinguishing characteristic of a person, an attribute or trait that makes, or helps to make him what he is. An apprentice is a helper who is in training. Commonly speaking, it is one who gives his services for a term of years in return for the training he receives.

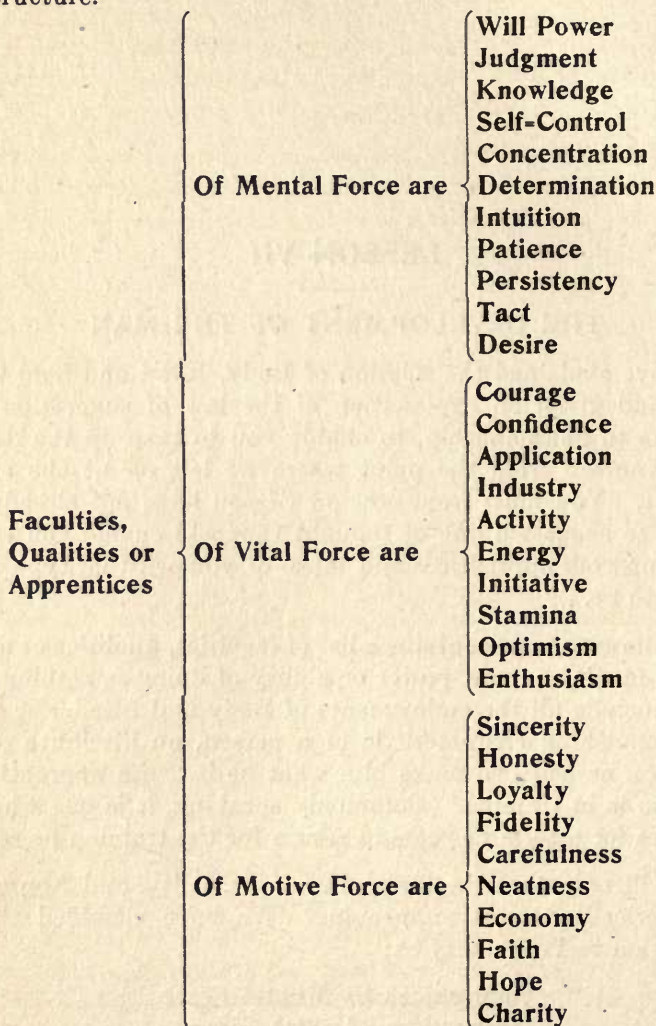
You will note that the terms, Faculty, Quality, and Apprentices, have practically the same meaning. We have classified them in their relation to Personality as:

**Apprentices of Mental Force**  
**Apprentices of Vital Force**  
**Apprentices of Motive Force**

Those of mental force are qualities of the Mind; those of vital force pertain to Body and Mind, and those of motive force are express-



ed in emotion by Body, Mind and Soul. Select and cultivate those you think will assist you the most in the building and maintaining of your structure.



### THE EDUCATION OF THE WILL

Character being the result of tendencies and ideas, as we have shown you, it is reasonable that man may forge for himself whatso-

ever brand of character he desires by the education and exercise of the will, because the will is just a way, or a very intricately complex way, that man has of being and doing.

The importance of bringing to your aid this apprentice, the "Will," and educating him to do your bidding, cannot be overestimated; it is a most vital factor in your development.

The education of the Will is accomplished by exercise and thought along positive lines. A man who thinks along passive lines, letting the thoughts of others sift aimlessly through the avenues of his brain, will neither educate nor energize the will.

The education of the will is more interesting and of more importance than the education of any of the other of your apprentices, because Will controls and directs every movement of the body and is ruler of all man's mental faculties.

When a man wills to do anything, he does it. Will is active, aggressive, and forceful.

Forceful *thought*, is the power back of the will which energizes it, so that it is able to control action. We can drag in by force, as it were, any idea which we wish to use as a starting point for a new direction of thought, to be used in gaining a victory over any other line of thought. "Man is master of suggestion if he will but use the *Will* with which nature has endowed him.

It is principally through the energy of the *Will* that all other faculties are developed, but like all others it remains inactive unless exercised.

In all transactions that require effort, the more *energy* put forth, the greater *force* Will exerts. If you will form the habit of analyzing the different steps in the process of every important transaction, you will readily see the part each of your apprentices play in the transaction, and especially the part Will plays in overcoming all opposing forces. This habit once formed, you will be able to reason quickly and more intelligently, and will understand the importance of the Will in life's drama.

We give the following illustration, showing the power of Will over Desire in the discharge of duty.



Place, a large wholesale and manufacturing center; time, 8:00 a. m., of a beautiful June day.

"A," salesman, has received word that "B," residing in the town of W———, is about to place an opening order in his line. "A" is on his way to the station, intending to catch the first of several trains which leave during the day for W———.

Suddenly he hears his name called. Turning, he discovers "C" a warm personal friend, who, with two other friends in an automobile, are rapidly overtaking him. He awaits their arrival. "C" called out: "We have been trying to reach you for the past hour, and have just learned you were on your way to the station. You remember we planned to spend the first nice day out at the lake, fishing. We have lunch, fishing tackle and everything arranged for a fine day's sport. Leave your grip at the hotel and get right in."

"A" remembers that he had planned for this pleasure trip on the first fine day, which fact had not been recalled earlier, owing to the importance of the business prospect. Immediately the apprentice, Desire, clamors for the pleasure of the day's outing. Knowledge tells him that there are trains for W——— later in the day; Judgment reasons that delay may bring failure, but is influenced by the clamor of Desire reinforced by the suggestive arguments of friends portraying the pleasure of the trip, the feasibility of catching a later train, etc.

Similar occurrences are a part of every man's experience. Life is a battle between pleasure and duty. Judgment, having weighed all arguments, decides "A" should make that train, which decision is carried out by Will.

Now if "A," when seated in the car on his way to W——— takes a retrospective view of the part played by each of his apprentices who were parties to the transaction, he will find that he has elevated Will to a higher plane in his mind and that Will is stronger than before, and that a higher development may be brought about by attention, concentration of thought force and constant exercise.

Now let us suppose that "A," instead of bringing Will into action, had allowed Desire to have his way, by concluding that the next day would do as well for his trip to W———, Will would have been

weakened instead of strengthened, and at the next test would have had less force to carry out the decision of Judgment.

It is thus shown that the main factor in the education of the Will is *exercise*.

All business transactions should be carefully planned, reasoning with yourself why you are to do "thus and so," and when you have fully decided upon a plan of action, concentrate upon the subject in hand.

Failure of the best laid plans often occurs because conflicting thoughts are in the mind, caused by doubt, fear and desire.

The following illustration will give an idea of our meaning:

"A," salesman, before starting out on his day's work, writes out a list of business men he wishes to call upon. Mr. "B" is the first man on the list, six blocks away.

Concentrating his thoughts upon his proposition and Mr "B," he starts out to make the call. One half the distance is covered when thoughts of this nature pass through his mind: "'B' is a hard man to meet, calling on 'C' a few blocks further on and returning to 'B' later might be the *easier* course to pursue."

If Will and the power of concentration is sufficiently developed in "A" he immediately pushes aside fear and doubt and again concentrating his thoughts upon "B," walks onward with a stronger feeling of confidence than before.

Or, on his way to the office of "B" he hears the voice of a newsboy calling "All about the election." Desire immediately suggests a purchase. Judgment reasons it would be unwise to take the time now to read; "B" may leave his office, or some one else get in ahead; it would be better to wait until you go home and then have a complete report. Will is called into action; "A" passes quickly on; money and time saved.

While you have spent several moments in reading the above, the actual occurrence would take but a few seconds.

Several months ago a gentleman was standing on a street corner waiting for a car, when he overheard a conversation between two boys



which greatly interested him, and he relates the incident as follows:

"They came from opposite directions and met near where I was standing. One said to the other, 'Hello, George, where are you going?' 'Out on 31st Street,' said George. 'Say,' said the other, 'come along with me, the boys are going to organize a ball team this afternoon.' George thought a moment and then said, 'No, I can't go; I have to deliver a message.' 'Oh, come on,' said the other, 'you can deliver the message afterward.' George deliberated again. (I thought the desire to go with his friend was about to overcome the decision of his Judgment.) George said, 'No, I must go now.' 'Well,' said the other boy, 'you are missing lots, and maybe you can't get into the team this summer.' George admitted this might be true. Just then the car came and George and I boarded it. I sat down beside him and said, 'Well, young man, you missed a good deal by not going with your friend, didn't you?' 'Yes,' he replied, 'I did want to go, and I came near going, too, but I believe by hurrying when I get off the car I can deliver the message and get back in time to get into the game after all.'"

Now, what had this boy done? He had overcome Desire, and by the aid of Will Power, Determination and Courage, carried out the decree of Judgment, and was unconsciously developing qualities which lead to Success.

The above illustrations show something of the working of the mind faculties. The sooner you consider seriously the great possibilities of development through the thought forces at your command, the sooner you will begin to develop your apprentices to do your bidding.

If you expect to become a successful salesman bear this thought in mind and refer to it frequently until it becomes a permanent belief: "I set myself unalterably to the task of achieving success as a salesman, by developing *power, plus power, highest power*; that is, complete control of all the faculties of body, mind and soul."

### OUR COURT-JUDGMENT

Judgment is the Court each man sets up for himself and all his actions should be passed on by this Court and conform to its decisions.

No Court, with a proper sense of its responsibilities to the community or to the parties whose rights it is to dictate, would think of forming a decision and entering judgment directing what should be their future course, until after the contending parties had been brought before the Court, examined, given their evidence and that of their witnesses.

All civilized countries recognize that courts of justice are essential to good government, and while many civil cases are tried by jury, quite frequently cases are tried on points of law. There is something in the atmosphere of a court room that has a strange fascination for many people.

If you have ever been in a court room, especially in country districts, you can picture to yourself a scene like this: The Judge, calm and serene, before him the attorneys for the prosecution and defense, the witnesses on both sides and the jury.

The Judge has given the orders for the Sheriff to bring the prisoner before the Court, and the Sheriff *obeys that order without question and without delay.*

Inquiry is made of the prisoner by the Court as to whether or not he is guilty of the charge preferred against him. He may plead guilty, and then sentence is pronounced accordingly. Should he enter a plea of "not guilty," then the trial proceeds and all the evidence for and against the defendant is produced. Though the prisoner may be, in fact, guilty, and deserving of punishment, he often pleads his innocence in the hope that upon his trial, by subterfuge, false statement, or the pleading of his lawyer, he may escape the penalty that is his due.

Upon trial every art may be resorted to and all kinds of tricks used to win the favorable opinion of the Court, by attempted excitement of sympathy, and perhaps passion; but above the tumult of prejudice and artifice, sits the even-minded, upright Judge, who dispassionately decides the case in accordance with the truth, and upon principles of equity and justice, and the Sheriff stands ready to unhesitatingly carry out the Court's decree.

In order that your Court may determine the habits and characteristics that are injurious to you, summon as your witness your own



reasoning faculties and take their evidence. Secure also the evidence of your friends and associates; after the evidence is all in, weigh it carefully and when a habit or characteristic is condemned, sentence it to everlasting banishment. Judgment must be just and firm and not permit itself to be influenced by the clamor of desire or the pleading of habit. Not alone is it necessary to call upon judgment to decide on your character traits, but every future action should be considered before this Court, Judgment.

Without the means to bring parties or causes before it, without a Sheriff to unquestioningly obey its commands and execute its decrees, a Court is wholly impotent and inefficient for its tasks.

Will, the Sheriff of the Court Judgment, will faithfully execute all the orders of the Court so long as that Court does not waver nor recall its orders. Will is on good terms with Desire and Inclination, but will arrest either when ordered to do so by the Court.

Habit is permitted to control a man's actions, but Will can restrain or eject Habit when Judgment so orders.

We will suppose you have examined yourself and decided upon following a certain course. That decision was made by the Court Judgment, after listening to all arguments for and against.

Do not make the mistake of again reviewing the arguments, as one decision is sufficient. To do so, is to evince doubt, and while you entertain doubt, you waver or hesitate:—"Will" halts in the exercise of purpose, and to halt is to delay progress.

To illustrate this point, let us use a description of a steam shovel, used in transferring grain from cars to elevator bins.

"In the elevator the cars are not allowed to wait long; they have come into the electrical atmosphere of hurry; seals are broken, and the car door rolls back, and then, in a moment, the grain makes its first acquaintance with the steam shovel. The power shovel is attached to a rope wound upon an ingenious drum, situated on a revolving shaft, and if one takes hold of it and walks away, it will unwind easily and so far as one pleases, *so long as he does not stop. The moment the operator does stop, however, it will begin to wind up, and haul him back to the point from which he started.*"

Your habits and negative character traits form the rope. Will power has hold of the rope, and has started to unwind it; keep him going and it will unwind until there is not a single strand to bind you; halt him and back goes the rope, binding you as firmly as before.

To judge oneself, however, is a far more difficult task than to judge others. We do not see ourselves as others see us. To judge one's own tendencies and qualifications, requires self-scrutiny and self-investigation; and to pass upon these, frankness and fearlessness. Square dealing must be the governing principle. Let your weaknesses and faults be tried before this tribunal of judgment with unrelenting frankness and impartiality.

When, after due trial and inquisition into the character of your own powers, habits and tendencies, you have arrived at a decision that is unbiased, let nothing swerve you from the line of duty in its execution. By the exercise of Will, let that execution be punctual, effectual and thorough, and as the Sheriff has behind him the whole power of the State, so should the Will, this unseen Sheriff of the inner man, have behind him the whole power of the man and permit no obstacle to thwart the execution of the Court's decree.

The timorous, wavering, uncertain man, without a will that knows no defeat, no retreat, when a line of duty is marked out, is not equipped for Success in Salesmanship, any more than a Court is equipped for justice without a Sheriff to carry out its decree.

In your self-examination it will be well to make use of retrospection and introspection. In the sense we use these terms, retrospection means calling up before the mind the happenings of the past day or whatever period of time you are reviewing and introspection taking an inventory of your own actions in connection with these happenings, and the result of such attitude and actions upon your personality.

By analyzing previous actions, personal behavior, treatment of others; maintenance of self-respect, etc.; you may determine whether you are the kind of a man you think you are or wish to be.

This is the way:—Every night when all is quiet, lie with your eyes closed and mentally review the day. It will be hard to remember



much that has happened at first, but by sticking to it, it will become easier. If you have been less the man than you intended to be, resolve to be better and carry out that resolve.

"Every man stamps his value upon himself,—  
Man is made great or little by his own Will."  
—Schiller.

### QUESTIONS

1. What is the subject of this lesson?
2. How are the faculties, qualities or "apprentices" classified?
3. Name the Apprentices of Mental Force.
4. To what do the Apprentices of Vital Force pertain?
5. Name them.
6. How are the Apprentices of Motive Force expressed?
7. Name them.
8. By what means may man forge for himself whatever kind of character he desires?
9. How is the education of the will accomplished?
10. State the principle means through which all the other faculties are developed.
11. What is the name of the Court each man sets up for himself?
12. When a habit or characteristic has been condemned, what should its sentence be?
13. How shall this order be executed?
14. Why is it a mistake to again review the arguments when once you have formed a decision?
15. Why is it easier to judge others than it is to judge ourselves?
16. What is required to judge one's own tendencies and qualifications?
17. What does retrospection mean in the sense we wish to use it?
18. What does Introspection mean?
19. What knowledge will you gain by analyzing previous actions?
20. Give the quotation at the close of this lesson.

### Written exercise for this lesson.

Give an example of a transaction in which several apprentices are involved, using an experience of your own if possible.

Also—

Practice Retrospection and Introspection every night for one week.

NOTES



## NOTES

## NOTES



## NOTES

## LESSON VIII

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### APPRENTICES OF MENTAL FORCE

**Will Power:** We have shown you in the previous lesson that Will Power is the force through which you are to control and bring to perfection all the positive qualities and eliminate all the negative qualities, but strong Will Power set in the wrong direction towards evil action, will encompass your destruction, as surely as it will bring you to success and honorable position if set in the right direction towards the achievement of the four corner stones mentioned in Lesson IV.

**Judgment:** Judgment is the mental faculty by means of which a deliberate conclusion is reached. If we say that a man has "sound judgment," we mean that, having weighed the facts he comes to a conclusion that can be depended on as being correct, hence his opinion would have more weight than that of the man who lacked judgment.

The only way to acquire a good sound judgment is to form the habit of mental deliberation, reasoning out the matter in hand before deciding what to do or what not to do.

Pass judgment on every intended action before it is committed and every thought before it is spoken; learn to think before you act and you will have fewer causes for regret. As you continue to exercise judgment, and to profit by your experiences, it will become easier and take less time for you to decide on the best plan of action.

The man who sails in without thinking, reasoning or studying the situation has nine chances to fail where he has one to succeed. He might happen to strike it right, but the chances are he will not.



There are many problems that confront the salesman where the ability to come to a quick and safe conclusion is a vital factor in his success, or where an error in judgment may mean the loss of a sale, or customer, so it behooves the salesman to cultivate the faculty of judgement.

**Knowledge:** Knowledge is neither an inheritance nor an endowment and must be acquired through the medium of the senses by observation, by study and by thought.

The earth has been inhabited by people of intelligence for thousands of years, and each generation has left its contribution in the storehouse of accumulated wisdom.

The educated man or woman has simply drawn from this storehouse such truths, such facts, as he or she could assimilate, and we can assimilate or use only that which accords with the stock we have before acquired, by experience and observation. The broader and more extended these two sources of information have been the greater will be our capacity to absorb the knowledge which is again only a record of the experience and observation of those who have lived before us.

Every well equipped lighting plant has a large storage battery which they charge during the day, while the load is light; and at night when the generators are pushed to the limit, the storage batteries are flooded on to help carry the load.

Our brains are "our storage batteries" and they should be charged with knowledge and ideas in leisure hours that the mind may have a reserve force in time of strain.

"Knowledge is power" only when accompanied by the *will* to make use of it.

**Self-Control:** A lack of self-control is a negative trait that will block your progress from the start and often cause a failure of the best laid plans

Lack of Self-control is demonstrated	{ By Temper By Nervousness By Indulgence By Egotism
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The test for this defect is to ask yourself: "Do I get angry and by words or actions injure my standing or the cause I am advocating?" "Do I allow myself to show signs of nervousness, fretfulness, or impatience? Do I eat or drink that which my judgment has condemned as not for my best good, or as positively injurious?" "Am I egotistical?" "Do I boast of my deeds or indulge my wit to ridicule others?"

To have your temper always under control, does not imply that you must never by word or act let it be known that you have one. The display of temper that we warn you against is more of occasion than of kind. Never allow yourself to show anger while talking with a customer. If you do, the chances are that you will lose him.

Never display anger in argument or controversy; if you do, your opponent, if cool and self-possessed, will have the advantage of you.

Instead of making a quick retort, or thinking a negative thought, immediately bring Will Power into action. Think a good thought, Judgment will then come to your aid and with patience you will come out the victor.

Not only is this true when your temper threatens to overcome your control, but also in approaching a customer, and in your attempt to take the first step towards the consummation of a sale; for when you have the customer's attention and are concentrating your mind upon the subject in hand, his mind, just at that time, may be attuned to yours and capable of receiving a mental suggestion.

If a negative thought comes into your mind at the time it is likely to leave some sort of an impression on his mind that is detrimental to you.

Nervousness is usually the result of self-consciousness. The time to think of yourself is when you are washing, dressing, eating, not when you are approaching or talking with a customer. At such times, self should never be in mind. You cannot improve your dress by thinking of it; your words are less forceful when carefully selected and studied gestures are always awkward.

Exercise self-control by concentrating every thought upon the work before you; i. e., to convince the person to whom you are talk-



ing, do not be embarrassed or over-awed by the purchaser's greatness or the position he occupies; brace yourself by suggesting to self; "He is only a man and I am just as good as any man." *You should be.*

Indulgence is usually intemperance, and causes you to move backward instead of forward; control your appetite and your pleasures *absolutely*.

A just appreciation of self is a valuable quality, it keeps down nervousness and restrains a man when tempted to commit acts that lower him in the sight of others. Self-approval and self-esteem go a long way toward making a man a success. We usually accept as the true standard, a man's own estimate of himself and only change our opinion when he fails to live up to that standard.

Think as highly of yourself as you can, and then live and act up to your standard but the moment you commence to tell others of your good opinion of yourself, that is egotism, distasteful if not disgusting to all business men.

Do not boast of your work, it shows for itself, others know what you are doing, and a word of eulogy from them carries more weight than a column of self-praise. Do not boast of judgment, yours is made known by all your actions.

You may speak of self-control, or your power of will. We advise you to do so at least to intimate friends. They will not think the less of you, and your mentioning it will strengthen each of these valuable traits.

You will find auto-suggestion a powerful agent in acquiring self-control. In fact self-control can be acquired only through auto-suggestion, backed by will power.

**Concentration:** Concentration is that faculty of the mind which enables one to fix his attention on one subject or problem to the exclusion of every other thought and hold it there.

The ability to concentrate your whole mind upon the one task with which, for the moment, you are engaged, carries with it a power that will overcome all difficulties, remove all obstacles, and crown your efforts with success.

The sun's rays scatter as they bestow a mild warmth upon whatever object they fall, but take a glass that will concentrate many rays within a given space and the heat becomes so intense that it will blister your hand or fire the stick of wood over which it is held. But to produce such effect it must be held *steadily focused always upon the one point*. If the hand that holds the glass wavers, the effect is scattered. If clouds pass between the sun and the glass, the sun's rays are for the moment shut off, and the object cools.

Your mind is to you what the sun is to the earth. It illuminates your whole being, shines forth from your face, is reflected in your words and actions, and when it is focused upon *one object*, let it be what it may, that object *cannot withstand its power*, but let the mind waver and the effect produced is slight, the clouds of doubt, fear or self-interest intervene, and the object cools at once.

If the object is the purchaser and you the salesman, and doubt and fear occupy your mind for the instant, it may be conveyed to his, or, perhaps you are explaining a proposition or showing your goods, when suddenly a thought of self-interest, or a thought entirely foreign to the subject in hand finds lodgment in your mind, your customer at this vital moment loses interest, takes up another train of thought and the sale is lost.

It is related of Horace Greeley that one of the most powerful editorials he ever wrote was written while standing on the sidewalk, watching a mighty procession march down the street. Its appearance suggested to him a train of thought, and from his pocket he drew a packet of old letters, the backs of which served as scribbling paper; from off his head he took the big stiff hat and used the crown as a writing desk. Down the streets of New York, passing him as he wrote, marched thousands of men to the music of the bugle, the fife and drum. Yet he saw nothing, heard nothing but the cry of the voice within himself, whose words he was recording. That was concentration demonstrated.

You may have listened to a sermon or lecture and at its close not been able to recall a sentence of what has been said. You may have, at times, picked up a book and read a whole page, without knowing anything about what you have read. The mind was



occupied with other matters. But proof that *you can control your thoughts* is furnished when you determine that you *will concentrate* them on what you are reading.

You go back and read again, holding your thoughts strictly to what is written on the page. You understand, you comprehend, you have concentrated your thoughts where you would. You can train your mind to think on any subject you *will*.

If you desire to accomplish a certain thing you should arrange the thoughts of the procedure in your mind: "I will do thus and so." Start out with a set purpose in view, and concentrate your mind on the point at issue; use will power.

Concentration may be developed by cultivating a fixed habit of observation, and of close attention to whatever the mind undertakes, until that particular thing is distinctly comprehended.

**Determination:** Determination is but another of the avenues through which Will Power finds expression. To cultivate, bring to each deliberated detail of Salesmanship every required power you possess. Begin and enforce the practice of cool deliberation prior to all important action. Whatever you undertake "do your level best at it." Its motto is "I can and I will."

**Intuition:** Modern science and practical tests have convinced us that the human mind possesses a faculty that many fail to take account of. It has been called "Intuition." It is a means of silent communication. We have all witnessed its exercise, felt its influence, as distinctly, as unmistakably as we have that of the human voice.

Intuition is the power of coming to a conclusion seemingly without a definite reason. We said, seemingly, for there is always a reason, and that reason is that the conclusion is reached through suggestions received, though we may be unconscious that we are receiving suggestions.

Heed well and consider carefully your first impressions; that is, *the character picture of the man that is instantly flashed to your mind* when you first meet and before either has spoken. Trust and act upon that first impression, for it is conveyed to you by "intuition," which never reasons but is generally right.

The "intuitional will" may be developed by cultivating the inner listening attitude, that is, placing the mind in a receptive condition so that it easily receives impressions, and affirming persistently the determination to know men, their motives and intentions.

**Patience:** "Patience is not passive, on the contrary, it is active, it is concentrated strength. Many people consider patience a commonplace virtue, not to say a tame and insipid one, but rightly appreciated, it is grand and heroic. Without it, the strongest character has a dangerously weak spot, which at any moment may be its ruin. With it, the otherwise weakest has an invincible strength." "There is as much difference between genuine patience and sullen endurance as between the smile of love and the malicious gnashing of teeth."

Habits and characteristics are tenacious. You can hardly expect to free yourself of them in a day or a month. It requires constant watchfulness, eternal vigilance, the never-halting *Will*, to unwind the coil and free you from their embrace.

Cities are not built in a day, neither can you accomplish all you desire in a short period of time. You must be willing to ascend the ladder of success step by step and each day you develop some positive quality, will your grasp on the rounds of life's ladder become more secure.

We do not advocate the principle that prompts one to sit down and wait for results. The real meaning of the old adage, "All things come to him who waits," is that if a person puts forth well directed energy and continues persistently and patiently, he will get what he is working and waiting for. "Keep working while you wait." "All things come to him who waits," when the one who waits is working with every force at his command to get the things for which he is waiting.

**Persistency:** Persistency is continuity of purpose, just sticking to whatever you undertake until you have accomplished it. "Persistent people begin their success where others end in failure."

Many a man has stopped just short of achievement, frightened by his surroundings or discouraged by seeming obstacles before him. Some there are who give up without apparent cause. They lack



continuity of purpose, lack persistency,—a fatal defect, a weak link in character that could have been strengthened by following to completion every task undertaken.

It was persistency that made General Grant famous, that won for Admiral Farragut the laurels for which he had longed all of his life. He was past sixty years of age at the time his fleet entered Mobile Bay. Sheridan did not know when he was whipped, and so turned defeat into victory. Thousands before and since his time, have won because they did not know that they were beaten. They had disdained to learn the meaning of the word "fail," or perchance, *learning all too well*, its bitter meaning had promptly strengthened the weak line of character to such an extent that the thought of failure had not occurred to them.

Never give up. The prize may be within reach; a few more steps may *make you a winner*.

Persistency and Patience make a strong team and will take you to the end of the road. Remember the story of Robert Bruce and the spider.

Six times had Bruce struggled to regain his crown and failed. Fatigued and discouraged he was hiding from his enemies in a cave, when he noticed a spider trying to swing from one part of a rock to another by a long web. Again and again the spider made the attempt and failed. Bruce had counted six times, when the similarity of their failures struck him, and he said to himself: "If the spider tries again and *succeeds*, I will make one more attempt to regain my kingdom." You know the result; he tried again and won.

The persistent will is developed by thought and "hanging on," merely because tempted to "let go," by putting through unimportant matters, bringing to the best finish every detail no matter how trivial.

**Tact:** Tact, defined, means saying or doing the right thing at the right time, in the right way and in the right place.

Just study this definition carefully. It covers the whole ground, and is a lesson in itself. Then picture its absence in the unpopular man or woman who is always saying or doing the wrong thing. How you dislike and shun the man who prides himself on telling the truth

always, without regard to time or place. Such is he who feels called upon to notice the deformity of the cripple, so reminding him of it. Truth—in itself a jewel—becomes a scourge, a poisoned arrow, in the hands of a tactless person.

A tactful person is ever alert to ward off all that may hurt, or produce discomfort; to do and say the thing that suggests to others a feeling of self-approval, thus placing them at ease.

"No matter how able, efficient, or versatile a young man may otherwise be, if he lacks tact he will be a bungler all through his life, and will work at a great disadvantage. He will constantly be getting into 'hot water' with the people with whom he deals, his clients, patients, customers and employees.

"Nothing smooths the way to comfort, to success and enjoyment, like tact. In fact, tact as a promoter, as a stepping stone to success, has no equal. No other faculty can take its place, and education cannot compensate for it."

In the field of selling, Tact plays a *most* important part. It is necessary for the salesman to study his prospective customer constantly during the interview, to direct the conference along the lines of least resistance, and to assume the attitude and arguments that seem the most pleasing and agreeable.

Only the man who has neglected entirely the faculty of Tact will ever disagree, dispute, contradict or in any way irritate his prospect. Especially in his introduction or in making his approach will the successful salesman find that the exercise of Tact will smooth the way and make it possible to accomplish what he never could otherwise.

It is often necessary for us to make several attempts to break down the reserve or coldness which we encounter in those with whom we attempt to talk business. This requires Tact. If we find one method unsuccessful, we must try, as it were, to get in from a different angle. It reminds one of the sailor, when in his desire to sail to the opposite side of the lake in a hurry, he finds to his disgust that he is "up against a head-wind." Nothing daunted, however, he sets the sails and with proper manipulation and scientific "tacking" he is able to direct the boat first at one angle and then at another until



he has actually used what may have seemed an obstacle—appropriated the head-wind to accomplish the very thing it seemed the said head-wind would prevent. So the tactful salesman will often overcome the head-winds which he finds himself “up against.”

No doubt more people become popular among their acquaintances through Tact than from the possession of any other faculty, simply because the tactful person unconsciously and without effort never antagonizes; seemingly agreeing with everyone else, is optimistic and generally a purveyor of geniality, good will and cheerfulness. Naturally such a person is popular and more likely to get what he wants than if he were otherwise.

The tactful will is developed by thought and the practice of adjustment to others. With everlasting courtesy, alertness and effort to attain intuitional ability.

**Desire:** Desire like fire and water is a good servant, but a bad master, and should always be subservient to the Court, Judgment, and be forced to obey its decision by the exercise of the Will.

Will controls and directs every member of the body is ruler and king of all man's mental faculties; Desire is its most troublesome subject, requiring more force and power to restrain than all the others combined. You must distinguish clearly between the two.

When a man wills to do anything, he does it. Will is active, aggressive, forceful; desire is subject to the will and is often restrained by reason, and may remain inactive through apathy or fear of consequences.

On the other hand, Desire may be of great service, if rightly placed and backed up by determination to secure the position or perfection desired. Underlying all human action, there must be a desire for that action, before it can be carried into effect. We, therefore, urge you to cultivate a desire for the qualities that make a strong personality, and also a desire for your rightful share of the material things of this life. But, one may desire enormously, and dream himself into failure, unless he supports that desire by a strong Will, backed by persistent effort.

“A man must stand erect, not be kept erect by others.”  
—Marcus Aurelius

### QUESTIONS

1. Define the faculty, Judgment.
2. What do we mean when we say a man has sound judgment?
3. How is knowledge obtained?
4. How is lack of Self Control demonstrated?
5. What special display of temper is the salesman warned against?
6. How may he overcome the disposition to make a hasty retort or think negative thoughts?
7. Why should the salesman be careful about entertaining a negative thought when talking with a customer?
8. What is usually the cause of nervousness?
9. How may you overcome consciousness when interviewing a prospective customer?
10. Why is a just appreciation of self a valuable quality?
11. What agencies have we at our command for acquiring self-control?
12. What is Concentration?
13. What will be the effect on the customer if the salesman, lacking concentration, allows his thoughts to wander or thoughts foreign to the matter in hand come into his mind, when showing his goods?
14. How may Concentration be developed?
15. How are conclusions reached by Intuition?
16. How is the intuitional will developed?
17. What is persistency?
18. How is the persistent will developed?
19. Define Tact.
20. How is the tactful will developed?

#### Written exercise for this lesson.

Relate an incident that has come under your own observation, illustrating the efficiency of tact in handling the situation; and draw a comparison of the situation in the hands of a tactless person.



## NOTES

NOTES



## NOTES

## LESSON IX

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### APPRENTICES OF VITAL FORCE

**Courage:** When we speak of courage we mean that positive quality of the mind that carries with it a spirit to advance boldly and without fear. Frank C. Haddock, in his "Power Book," "The Culture of Courage" says, "One may fear so long that the thought becomes a habit, the trend of mental activities sets towards the idea and feeling of fear under all conditions, and fear becomes the most easily and readily suggested thing in life. On the contrary, one may think courage until the very idea is habitual in the sub-conscious self and at every occasion of experience, the courageous attitude and feeling leap into consciousness, and inspire the whole personality."

Cultivate courage by thinking courage until it becomes habitual, by going right at whatever your judgment tells you is right boldly and without fear. Do not be afraid to undertake, it is the only way to accomplish anything. Give yourself auto-suggestions of courage. "I am equal to the occasion. I have nothing to fear. I have courage. I dare to undertake because I know that I can accomplish, etc."

There is another kind of courage. It is the courage of the soul. It makes a man oblivious to ridicule or criticism when he knows that he is right. Makes him say no, when tempted to do anything dishonorable.

**Confidence:** A large amount of self-confidence, coupled with a manly character are a young man's best capital, but self-confidence to be effective must be sincere and the result of knowledge and



ability. For the salesman, self-confidence must be the result of faith in his house, his goods, and his own ability. Conceit is not confidence, and confidence due to ignorance soon meets its Waterloo.

It is impossible to inspire confidence in the minds of others without having this apprentice properly developed, without confidence in yourself. To gain and hold the confidence of others, you must also be worthy of it. People want to, love to, give their confidence; they are all seeking the man they can trust, and every man will give you his confidence *when he feels that he can trust you absolutely, with never a fear or a doubt but you will do that which is for his own best interest.*

You must have the confidence of a firm or an individual to secure and hold their trade. They must know that they can depend on what you say. It will take time to secure their entire confidence because they must have proof, but their confidence begins the moment you start right.

A breath tainted with liquor is a confidence killer.

Fear is an enemy of self-confidence. Banish fear and press confidently forward. Believe absolutely in your ability to do whatever you set yourself to do and then do it. Self-confidence stirs one to effort.

Self-confidence may be developed by knowledge, by auto-suggestion of confidence and indomitable will power.

**Application:** Most men fail to rise above the level of mediocrity because of lack of effort, lack of application. Their doubts and fears tie their hands and feet and obstruct their brains, thereby making impossible effort and exercise.

Every young man has vastly more latent power and energy than he can realize until he connects the circuit of his batteries, allowing his power to flow from brain cell to brain cell. The switch-board is enthusiastic and determined application to the task in hand or in preparation for that task.

Application is developed through determined Will Power, concentration, persistence, and patience.

**Industry:** Success is seldom achieved by indolent brilliancy, but often by industrious mediocrity. Industry means employing one's time and effort to the best advantage day after day. Habitual diligence, industry, more than genius, is responsible for all great achievements in any line of work.

When Paderewski, the great pianist, finished playing one of his masterpieces before Queen Victoria, she said to him, "Monsieur, you are a genius." He answered, "Ah, yes, Your Majesty, you call me a genius now, but for *fourteen long years* in old Warsaw I *practiced* and *practiced* and *practiced*. Then they called me a drudge. Now, you call me a genius." Was Paderewski a born musician? No, but at birth he had the elements of music more highly developed than many others. It was *work, work, work*, and *more work*, that developed that quality, music, until he attained the high position in the musical world he now holds.

If you will pay the price in Labor, effort and courageous application, we are confident you have latent talent and power sufficient to make an eminent success in any field or labor you may enter. But do not forget the price of achievement. Effort, courageous hopeful effort.

**Activity:** His failure to realize that the waste of time is a squandering of money, is largely responsible for keeping the poor man bankrupt.

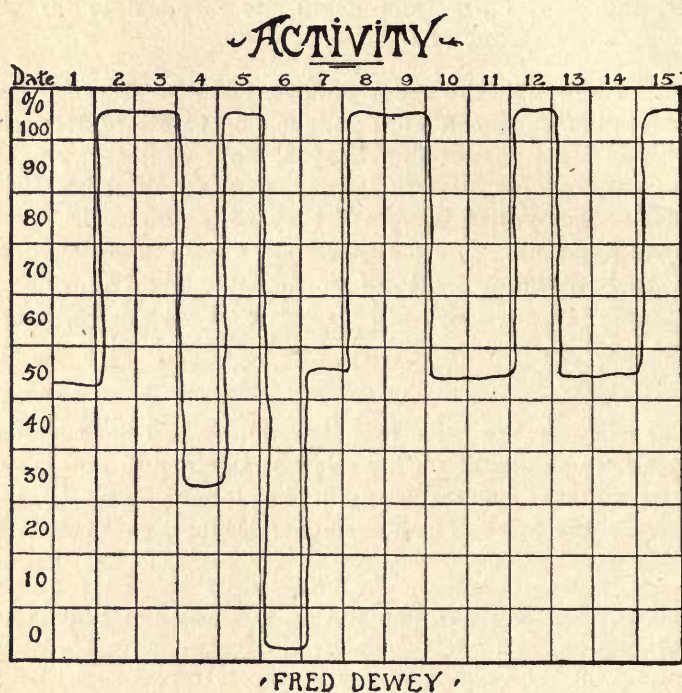
A part of each day should be devoted to rest and healthful diversion, but when the time spent in this way ceases to be a means of recuperation for physical, mental or spiritual man, it is wasted.

We told you in Lesson II, that the way to overcome indolence was by the practice of activity. Few people realize how much of their time is spent close to the dead line of inactivity.

The standard of perfection is one hundred percent. To merit this you must be profitably employed ten hours per day. If your work for each day is accomplished in six or eight hours, those remaining should be devoted to needed recreation. Time spent in mental development is profitably employed. Activity of the mental faculties is quite as important as activity of the physical faculties.



For the purpose of helping you find out how much of your time is profitably employed, we introduce the following chart.



In keeping an account of your time on this chart, be honest with yourself, give yourself your just dues and no more. The object of its use is strengthening weak lines of your character by having placed before you each day a record of time and money lost, for time if rightly employed is money.

The figures at the top denote the days of the month, and the spaces below are for the marks denoting the percentage of time employed each day. For instance, if you have put in only five hours, or one half day, draw a horizontal line across the blank opposite the figure fifty. If you have worked ten hours, opposite the figure one hundred, and so on. If you have only worked five hours, you have lost fifty percent of your time for that day.

A similar chart may be used for strengthening any weak faculty. Several charts may be kept at the same time, and the results carried out, on to another chart showing the results of your character building as a whole.

This chart is a facsimile of the one kept for the first half month by Fred Dewey. He possessed many of the qualities that make a good salesman; but, like all the rest of us, he had some weak lines. He loved ease, or as he used to put it, "was born tired." He was, however, ambitious to make money—perhaps with the object of taking life easy with the approach of old age. He had, heretofore, kept no record of the time he lost, but had a dim suspicion that it would average about one day for each week.

He was engaged in selling cream separators direct to the farmers. His field covered a good dairy country, and farmers were well-to-do. He believed he had just what they wanted and a money saver for them. He had established headquarters in a country town where he had secured special rates on the promise of a two weeks stay. He made arrangements for a team the night before at the livery stable around the corner, and was determined to test the field by putting in a full week's work; but the following morning he overslept, and it was after eight o'clock when he finished his breakfast. He felt as though he would like a quiet smoke before starting out, so he bought a cigar, found an easy chair on the porch where there were several others, occupied by "good fellows" like himself; and as it looked like rain, he thought he would wait a bit and see what the weather was going to be. After a time he went around to the livery stable to ask the proprietor what he thought about the weather; it looked more like rain; he thought he would wait a little longer, perhaps it would be only a shower. On the way back he stepped into a billiard hall and became interested in a game of pocket pool. When he came out all signs of rain had disappeared, the sun was shining brightly, but it was close to eleven o'clock—no use to start out before dinner. He went to the stable and ordered the team to be ready at one o'clock sharp, and got away at that hour.

The first day the record stood, then, as you see it; fifty per cent of his time was lost, worked five hours. That night he put up with a farmer and was on the road early in the morning, putting in



a full day, worked ten hours. The next night he stopped again at a farm house and the following day worked the full ten hours time; the fourth day, after closing a second sale by ten A. M. he persuaded himself that he must have his mail so he headed the team for town—twelve miles away. A good bath and a full dinner and the consciousness of a little weariness suggested a half-hour's nap. It was nearly four P. M. when he awoke,—no use to go out any more that day.

The fifth day he got out on time and did a good day's work, but as night approached he had that tired feeling and a longing for his hotel room, so he pulled again for town.

The next day was Saturday and he had been told that the farmers all came to town that day; no use to go out; expense of team for nothing, would try to canvass some of the farmers while they were in town, but found them too busy and intent upon making other purchases to grant him any time. This day was lost.

The next day was Sunday. He concluded at night that he had spent half the time properly and profitably, so marked it fifty per cent. But the six working days showed a bad record for time employed—three days and a half, plus three hours, was the total—thirty-eight hours work out of a possible sixty, or 380 per cent of a possible 600 per cent (perfection.) He divided thirty-eight by sixty and got  $.63\frac{1}{3}$ , showing percentage of time employed; subtracted that from one hundred, showing  $36\frac{2}{3}$  per cent of time lost, which was one-third of his time.

His net commissions for the week were \$41.65. "Not so bad," you say, and that is what eased him; but they should have been over \$60, and would likely, if Fred had put in all his time.

It did not rain that first day; his mail would have been quite as safe in the office until Saturday noon; all the farmers did not come to town; and right here, take notice, that a rainy or stormy day is, among farmers, a red-letter day for salesmen; he finds them unoccupied, with minds free from care, and glad of the diversion that a stranger brings. He is sure of a reception and of the attention of his purchaser. The best day's records we have ever known, were made by agents who, undeterred by rain or storm, found their customers as we have described.

But we must return to Fred Dewey just long enough to say good-bye. We have reproduced his "activity record" and given you a brief outline of his movements for the first week as a means of conveying to you an important lesson; we feel quite certain that you will be able to discover for yourself the one that his story imparts, without further aid from us. You will see, by tracing up the lines for the next week that he did much better, but even with the improvements, lost twenty-five percent of his time.

This daily record he adopted we want you to make yours; use it not only in strengthening the weak line of character, activity, but in strengthening others that you know to be weak. You will find that the process of strengthening one quality builds up all the rest.

The plan of character building set forth in this lesson is not new. Benjamin Franklin, while yet a young man, discovered it and applied it to himself over one hundred years ago. We copy from his biography—read what he says:

"It was about this time that I conceived the bold and arduous project of arriving at moral perfection. I wished to live without committing any fault at any time, and to conquer all that inclination, custom or company might lead me into. As I knew, or thought I knew, what was right or wrong, I did not see why I might not always do the one and avoid the other. But I soon found out that I had undertaken a task of more difficulty than I imagined. While my attention was taken up in guarding against one fault, I was often surprised by another. Habit took advantage of inattention. Inclination was sometimes too strong for reason.

"I concluded at length that the mere speculative conviction that it is to our interest to be completely virtuous, is not sufficient to prevent our slipping, and that the contrary habits must be broken and good ones acquired and established before we can have any dependence on a steady, uniform rectitude of conduct."

He then goes on to describe his methods of cultivating the principles which he considered necessary for building up character:

"I made a little book in which I allotted a page for each of the virtues. I ruled each page with red ink, so as to have seven columns, one for each day of the week, marking each column with a letter



for the day. I crossed these columns with thirteen red lines, marking the beginnings of each line with a first letter of one of the virtues, on which line and in its proper column, I might mark by a little black spot every fault I found upon examination to have been committed respecting that virtue upon that day.

"After a year," he naively remarks, "I was surprised to find myself so much fuller of faults than I had imagined, but I had the satisfaction of seeing them diminish."

All of us who are familiar with the history of Franklin's life know that he got rid of the stumbling blocks that impeded his progress in the upbuilding of character, and substituted in their place what he termed "virtues," which stamped his personality as the greatest among great men of his time.

Where he could overcome and substitute, there we can also, and we know of no better method than that which he inaugurated of keeping a daily record, carrying out a firm resolution to improve it each day; just one day at a time; and that time is today. Yesterday, with its mistakes and its lost opportunities, is gone; tomorrow is only a promise; but today is here now; it won't last long. Make the most of it. Surely we can do, just for this one day, that which we know is best.

**Energy:** Energy is a combination of strength and activity. It is one of the most important factors in the existence of every person in the work-a-day world. Did you ever visit the power house, where the energy is created and sent forth to propel the street car and thousands of machines throughout the city? If not, we ask you to do so, and to observe with studious care the evolution and involution of the vast amount of energy directed through the city buildings or across distances of many miles. Its functions and those of the brain are similar and the suggestions you receive will well repay you for the time spent.

Your mind in your power house. Your body is the machine it is intended to energize. Keep health, sobriety, knowledge, judgment and attention at the throttle. To accomplish purpose, turn on the current of energy and charge the wire with persistency, determination and courage.

The most deadly foe of energy and the one we want you to watch for is, procrastination. A habit of putting off action when once you have decided to do a thing, will paralyze energy and when you do take up the work, if you take it up at all, you must do it without that help.

Delay is fatal to the success of a salesman. His enthusiasm evaporates and his zest dies away. Every day, every hour, that he delays may wipe out his chance of Success.

If you know now, while you are reading these words, that you are inclined to procrastinate, you can become prompt within a month by keeping ever before you the motto, "Do it Now."

Without additional expenditure of energy, without really carrying one's business with him into the home and resorts of pleasure, there should be a constant underlying consciousness of growing strength in one's profession to which *every activity*—be it labor or diversion—should contribute *something*. This keeps alive, active and ever increasing the line, the theme, the proposition you are presenting. If all your energies, in their varied activities, converge toward this one center, then this center of energy will become a radio-active center, sending out in every direction influences which will impress others, imparting to them something of the spirit that dominates the transmitter. Such an active center carries with it a deep enthusiasm and self-confidence.

Build within yourself a vibrating, active, radiating center of energy with your work, whatever it may be, as the core or hub. To do this you must bring to your particular field your combined forces. It needs the best physical health you can bring to it; it needs your concentrated efforts; it needs your most hopeful cheerful buoyant spirits, with patience and determined application. It needs that you get in love with your work. Get busy with it, keep busy with it. It keeps the brain lubricated, as it were.

Remember one of the fundamental laws of the mind is that the brain will function most frequently along lines of its most frequent and habitual exercise. Imprint this upon your memory, and call it to mind often and you will constantly be impressed with the necessity of "keeping busy."



The minds of the general public are so susceptible to enthusiastic and energetic presentation, that any intelligent salesman presenting a meritorious proposition can succeed if he backs up his business with a *powerful center of energy* that holds actively and persistently to business.

**Initiative:** That faculty of the mind and body called Initiative is one of the important requirements of a well rounded out Personality. It is the ability to "go ahead," to Do without being told what to do, the quality which not only prompts a man to *see* what should be done, but which also prompts him to *do* it.

We know sales managers who, in "sizing up" material for positions on the selling force, will freely and quickly discard the personalities in which the development of Initiative is not at once apparent. And it is much easier than you may imagine to find traces of such development in only a few moments contact, because this particular quality belongs to the secondary division of Personality, and is usually developed through the major qualities, Energy, Enthusiasm etc.

Initiative makes it possible for a man to *meet the emergency*. Certain conditions exist. Certain *other* conditions are desired. It is "up to him" to bring this change about in the shortest possible space of time, **at once**.

For instance, it is required of "A" to produce a certain result. If he has developed the quality of Initiative he will not hesitate. He will not stop to ask *how* or *when*. He will immediately attempt to bring about the required result and there will come to his knowledge the means or method of so doing. The method thus conceived may prove infinitely better than any other method in use. Who knows but what it might mean tremendous saving of time and money and therefore become of great pecuniary advantage to the firm.

We know prominent business firms who attach so much importance to the possession of this quality, as to make it the *first* requisite in selecting candidates for even minor positions in their employ.

The development of this quality is brought about by the right kind of practice, and decision, which is power promptly applied, and

may be acquired by the exercise of quick comprehensive observation, swift deliberation, and forced choice, followed by instant action. If you will *use* your initiative, even though such trial is clumsy at first, and perhaps of little avail, still the very fact that you remember that you possess such a faculty, the fact that you do call upon it and rely upon it, *must* cause it to develop.

It is this Apprentice, highly developed, that plays a prominent part in the success of Promoters, Financiers, and Business Men generally.

**Stamina:** Stamina is backbone, dependability. The definition of Stamina given in the dictionary is "that which constitutes the principle strength or support of anything, power of endurance, staying power." If we say "That man has stamina," we mean that he can be depended on, that he has firmness, and that he will fulfill his obligations; that he cannot be swayed this way and that by every wind that blows, that he will weather the storms by the force of his personal power. Be dependable. Be a man of Stamina.

**Optimism:** Optimism is expecting things to come out right; looking on the bright side, being cheerful, hopeful, and courageous. To be optimistic, put all your energy into the present moment, expect delightful things to come to you, pleasant things to happen, look for the sunshine.

Keep the picture of ambition achieved ever before you, concentrate all mind and might upon the work before you today, think neither of yesterday's mistakes, nor tomorrow's obstacles. Expect Success. Then put forth all the energies of body, mind and soul to attain it, and you will have no time to waste on doubts and fear, or to wallow in the "Slough of Despond." Keep a chart on Optimism similar to the Activity Chart.

The optimistic salesman gets more orders and bigger orders than the pessimistic salesman, because he expects to get them.

**Enthusiasm:** Webster defines enthusiasm as "inspiration as if by divine or superhuman power." The way to become enthusiastic is to get in love with your work, get interested in it, get filled with a



zealous ardent approval for the proposition you are advocating, then you will have "divine inspirational power" that will make others approve of it.

Great achievements are always brought about by enthusiasm on the part of their projectors. Call on your imagination to furnish optimistic pictures of what you expect to accomplish; accept the optimistic and enthusiastic suggestions of your Sales Manager, and suggest yourself into a mental state of positive enthusiasm about your particular line of work, always remembering to temper your enthusiasm with Knowledge, Judgment and Truth. Then, if you have developed the other positive qualities in proportion, you will ride on in Triumph to "the goal" you have set yourself.

The Law of Suggestion is of great help in creating enthusiasm and is equally as helpful in passing your enthusiasm on to others.

"Labor is the great producer of wealth; it moves all other causes."  
—Daniel Webster

## QUESTIONS

1. Define courage.
2. How may courage be cultivated?
3. What must be the foundation for the salesman's self-confidence.
4. When will a man give you his confidence?
5. How may self-confidence be developed?
6. Why do most men fail to rise above the common level?
7. How is application developed?
8. What does industry mean?
9. What is largely responsible for keeping the poor man bankrupt?
10. What is the object of using character building charts, similar to the activity chart?
11. What is the most deadly foe of energy?
12. If one has this habit of putting off action, how may he overcome it?
13. How may one build within himself an active radiating center of energy for his work?
14. What fundamental law of the mind are you asked to remember?

15. How may any intelligent salesman presenting a meritorious proposition be sure of success?
16. What is Initiative?
17. How is Initiative developed?
18. What is Optimism?
19. How may one become optimistic?
20. How may one become enthusiastic in their work?

**Written exercise for this lesson.**

Make a character building chart similar to the activity chart—Page 102—using that faculty, or any other that you have reason to believe is weaker. Keep it for one week and figure up your percentage. Keep it for the second week, using every effort to reach the standard of perfection.



## NOTES

NOTES



## NOTES

## LESSON X

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### APPRENTICES OF MOTIVE FORCE

**Sincerity:** Sincerity includes truthfulness and honesty. You cannot draw people to you and retain their esteem if you are untruthful and dishonest. The insincere man does himself an injury that no amount of temporary gain can compensate for.

The salesman should be sincere in his belief that the article he is trying to sell at the price asked is a real bargain for the customer. If the article is one of the common necessities, the salesman should know that it is being offered for as low a price as it could be purchased elsewhere. Or, if the price asked is in excess of that usually charged for an article similar in appearance, he must know that its superiority of quality or construction will prove of such value to the purchaser that, even at the increased price, he is acting the part of a friend in persuading the customer to buy. This belief, when genuine, is imparted to the purchaser, his confidence is secured and a sale is the result.

It is not absolutely essential to the success of the salesman that the article he sells be actually the best of its kind. If he *believes it to be*, he is sincere. But the salesman who takes advantage of the ignorance of a customer to foist upon him an inferior article when he knows there is a much better one for the purpose, is not sincere and will not be able to sell a second time, if the customer finds out that he has been imposed upon, because his confidence in the salesman has been destroyed.

**Honesty:** "Honesty is the best policy." You know this, we all know it, and yet each year men drop out of the ranks of salesmen through failure to heed this most self-evident fact, but the man who is honest solely because it "is the best policy" is certainly not honest with himself.



The salesman must be honest with himself, his house and his customer. With himself, in admitting his weaknesses and errors in his determination to overcome them and his endeavor to strengthen his character; with his house, in so representing them and their line that they may be justified in placing every confidence in him; and with his customer, that their transactions may be of mutual benefit, and the customer have no reason to doubt any statement the salesman may make.

John D. Rockefeller, Jr., when asked what he thought were the chief requisites for a successful business man said, "There are three, *first honesty*, absolute honesty; second, industry, backed by a fair amount of intelligence; and third, perseverance."

We are apt to regard the man who pays in money for all he receives from others, as honest, but that is not the full meaning of honesty.

The wholesale or retail salesman sells his services to an employer for so much per week or month. It is his duty to work for his *employer*, not so many hours each day for the *money* he receives. He should not only be honest and careful in the matter of *time* but should be equally so in bestowing all the service of which he is capable.

The salesman who openly finds fault with his employer's methods or with the procedure of those above him in authority, is not honest. He is injuring, pulling down what he is hired to build up.

The salesman who performs his tasks imperfectly when he knows how and might have done them better is dishonest and is cheating himself as well as his employer.

The salesman who carries a side line without the consent of his firm is not honest. He is stealing from his employers the time and thought previously sold to them. The employer pays for the knowledge, ability, energy, and enthusiasm which in a normal condition, the salesman brings to his work. He is not honest who, during the night deprives himself of needed rest, dissipates his energies, and brings to his work the next morning a tired body and a fagged brain.

**Loyalty:** For the salesman, Loyalty means standing up for his house and its goods at all times.

When you enter the employ of a mercantile house, absolute loyalty to its members and its goods is expected and must be exercised to promote your own interests.

Loyalty to your employer implies a live, personal and heartfelt interest in the success of "our house." Every salesman should regard and speak of it as "ours" identifying himself with the employers and its employees. Take the advice of Elbert Hubbard in the following "Horse Sense."

"If you work for a man, in heaven's name, work for him. If he pays you wages that supply your bread and butter, work for him, speak well of him, think well of him, and stand by the institution he represents. If put to the pinch, an ounce of loyalty is worth a pound of cleverness.

"If you must villify, condemn, and eternally disparage, why, resign your position, and when you are outside *Damn* to your heart's content. But, I pray you, as long as you are a part of an institution do not condemn it. Not that you will injure the institution—not that—but when you disparage the concern of which you are a part, you disparage yourself."

**Fidelity:** If you have been giving to these lessons the thought and study they deserve, you have been exercising fidelity to the purpose of building up your character. For we have been teaching it from the beginning. Fidelity exacts strict attention to the methods given for strengthening the weak lines of character.

Fidelity is faithfulness in the discharge of your duty or obligation. A salesman should ever exercise it toward his employer. He should make it apparent that they may recognize and depend upon it.

**Economy:** The immense value of economy in its several applications is of great importance and must be considered in these several phases.

In nine cases out of ten extravagant waste is responsible for failure to accumulate something over and above actual living. Our ideas of necessities have kept pace with the increased facilities for gratifying them, until what were once considered luxuries are now considered necessities.



Economy, instead of being regarded as a virtue, which it is, is sniffed at and ridiculed. This is entirely wrong. No young man should feel that it belittles him to economize in money matters. Extravagance does not pay and it does pay to lay aside and bank all surplus earnings over and above what is needed to keep your personality up to the mark.

The habit of spending money indiscriminately once formed is difficult to break. If you give the matter your attention, with a determination to sift it thoroughly, you will be surprised to find how many needless expenditures you can drop off with benefit to yourself and thereby swell your savings account.

But economy for the salesman means more than the saving of money. It means a wise expenditure of time, talent and energy, as well.

In the back part of our spelling book, used while at school, we first saw the statement or adage. "Economy is the road to wealth." Our conception of its meaning was imbued from our elders—some little idea they entertained as to economy of time and labor, but none whatever as to that of thought.

These three wealth producers were subservient to the habit of saving pennies, dimes and quarters. There did not seem to be the proportionate care of dollars exercised that there was for the coin of smaller denominations.

Dewey tells how, when a boy, he was sent one day to help one of their wealthy neighbors take a pair of steers to market. "They were tied behind the wagon, I walking behind to prod them along when they lagged. Mr. Westby, the owner, sat up on the spring seat and drove the team. He became impatient over the slow progress which the fat cattle exacted and, as we entered the suburbs of the town, sold them at the first butcher shop for \$87.50.

"The butcher untied them from the wagon and left his helper to hold them while he stepped into the shop to get the money. A stockbuyer, driving by at the time, stopped and asked, 'What are you offered for the steers, Westby?' '\$87.50,' Westby told him. 'I'll give you an even \$100,' said the buyer. 'You can have them,' said Westby; but the butcher's helper was leading them away and

the butcher himself was confronting Westby with a roll of bills which, he protested, he would not be made to take.

"But the butcher had possession of the cattle—nine points in law. The other point was the money tendered, which Westby finally accepted. But he would not sell the eggs and butter which he had in the wagon, though the butcher offered him a little above the market price. He took these farm products to the center of town, carried them from one grocery store to another, spending two hours of his time in this way, and finally sold them at the ninth store he visited.

"There were only seven dozen eggs and a twenty pound crock of butter. I figured up afterwards that Westby had made eight cents by selling to the last grocer instead of the first. He knew, and so did I, that if he had taken the butcher's offer he would have had forty-five cents more than he finally sold for."

We know, also, that he would have saved two hours of time spent in useless bickering and two days of subsequent mental disquietude. This story is told to illustrate several points we wish to make, regarding the practices of economy.

First, Westby expended more time and talent in disposing of twenty pounds of butter and seven dozen eggs, together bringing him a total of \$6.52, than he did in selling two steers that brought \$87.50. True economy would have been the investing of more time to become acquainted with the market before selling the cattle. Time was worse than wasted in selling the eggs and butter. True economy includes a wise expenditure of time, strength and thought, as well as of money. It is not the part of wisdom to spend two hours of time and thought in getting eight cents. That was not economy; it was blind and petty avarice.

Westby, and his father, had toiled and saved, indoors and out—but particularly in—for fifty years. The motto—"Economy is the road to wealth"—he made his own; but to him it meant "Skimping is economy."

Soon after this trip, he sold the farm for \$22,000, had a big auction sale of tools and of stock, from which he realized several thousand more, moved to town, and, with a partner, opened a big store. In



just one short year he did not have a dollar in the world that he could call his own. All the savings of fifty years were gone. He had been "ambushed;" "robbed" he said; but it was a legal hold-up—no one to blame but himself.

He bought goods without knowing how; tried to sell, but didn't know how. The Court appointed a receiver in response to the petition of creditors, and when the business was finally closed out and settlement made with the creditors, there was nothing left.

Mr. Westby, in the transaction related, limited the meaning of economy to the saving of pence. His lack of knowledge of business principles enabled others to despoil him of all his savings.

Economy means the accumulation of such knowledge, health and strength of character in early manhood as will prevent the waste of years many spend in reaching that point in their business career, that should have been their starting point.

Time, labor and thought are wealth producers, when rightly administered. Money alone is not wealth but one of its factors. Money will buy for its possessor the physical comforts, but it cannot be exchanged for life, knowledge or happiness. The man who possesses cheerfulness, love of humanity and money, has the three factors that constitute real wealth.

**Carefulness:** In Lesson II; we told you that carefulness must be observed even in the smallest detail. Real carefulness can only be acquired by paying strict attention to details, by thought and eternal vigilance.

Carefulness is a great trouble saver. It pays to be careful. The salesman who knows himself to be careless should enter the special field, as there the results and penalties usually affect only himself, and if he has to drive back eight or ten miles to recover his sample case, he has time on the way to reflect and resolve to be more attentive.

**Neatness:** Do you realize how essential neatness is to the salesman? Neatness in person and dress are personal attractions; neatness in the care and arrangement of samples makes *them* attractive; neatness in correspondence, commands respect.

**Faith:** We want you to think of this apprentice as a positive factor, and not in the light of the passive virtue so many seem to regard it, merely as an attribute of mind that trusts and believes because another has said so.

Neither do we intend to discuss faith in its religious sense, but rather in its relation to business life.

Faith is the basis of self-confidence and unless you have this confidence based on a firm abiding faith in your own power and possibilities you will not be able to command the confidence of others. If you have this faith in yourself, you radiate faith and those who come in contact with you, receive that impression. "The world believes in the man who believes in himself."

A strong abiding faith in oneself not only radiates faith thus influencing others, but it has a most powerful effect on one's own positive mental development. If you desire to have a strong confident positive personality, it is of the utmost importance that you begin at once to cultivate faith in yourself and let it pour forth and permeate every action, a full abiding faith in your ability to do and to make your life what you will. Your highest aspiration and greatest ambition may be realized if you have enough faith in yourself.

Not only must you have faith in yourself but you must have faith in your fellowmen. We have told you, and you know it to be so, that all business is based on confidence, *simply faith* that obligations will be met, promises carried out. If this faith were not justifiable, commerce would be at a standstill, nations bankrupt.

Your faith in another helps him to justify that faith. We urge you to maintain the thought of good will, good fellowship and confidence toward all. This does not mean that you are to allow yourself to be taken in by plausible schemes, but that you are to cultivate judgment and use it to protect yourself and still maintain faith and good will toward your fellow men.

There is still another attitude of faith we must call your attention to, and which you will find applicable, once you have embarked in your profession as a salesman and which applies just as much to your daily life. Never abuse a faith reposed in you. Always live up to it. Be careful what promises you make but once you have



given your word, keep it. Keep faith with your customer, *always*. But, if you have promised something and afterward find that it is impossible to fulfill that promise, go to him, acknowledge your error, and explain why you have been unable to keep your word. Never be afraid to tell the truth. Never misrepresent. Once the customer finds that you have misrepresented, his Faith in you is destroyed, and it is almost impossible to regain it.

**Hope:** A strong mind always hopes, no matter what obstacles or discouragements it has to face.

Hope has an inspiring influence, other emotions may be controlled by events but Hope *never*. It rises supreme above discouragement, doubts, and fear, and remains buoyant, forceful and steadfast. It is the "vitalizing sunlight of life." Hope encourages all things good. It gives strength to faltering courage. Therefore cultivate Hope. Let its inspiring influence become a part of your very life; then you will not let trifles discourage you.

Hope is a state of joyful expectancy; it is a necessary attribute of Optimism. You cannot be optimistic without hope.

**Charity:** "And the greatest of these is charity." Yes, charity is the cap sheaf of all the other positive qualities; it is the crowning excellence of a perfect character, and it is manifest by sympathy and love of humanity.

Charity means not alone the giving of material help to those less fortunate than yourself, but it means to refrain from passing judgment on others, making allowances for their weaknesses and failings. If you hear something damaging to another's reputation, be charitable, don't pass it on. It may not be true, and if it is true, it will not benefit you to repeat it. Be charitable to your employer, if he happens to be unusually irritable. You have no way of knowing what vexation or trials he has had to encounter. Be charitable to the customer if he happens to be "grouchy;" perhaps he has not been treated right by some other salesman.

Be charitable to the other salesmen, if he happens to get in ahead of you. He must make a living as well as you, it will not help you

any to call him names. Besides, there is business enough for all, and it is your own fault if you fail to get your share.

Cultivate sympathy, unselfishness and brotherly love and you will be able to live "with malice toward none, and Charity for all."

### CHARACTER BUILDING CHART

We introduce the following chart and explanations to show you how one man made good use of the character-building charts and the possibilities that they have for you.

In the fall of nineteen hundred and seven, a young man, holding a position as bookkeeper with a manufacturing concern, joined one of the Y. M. C. A. Salesmanship classes where our course was being taught. Visiting the class one evening, we met the student, whom we will call Mr. John Banker. He seemed to be very jubilant over the fact that he had joined a class in Salesmanship, though intimating that he had never sold goods and intended to continue in his present vocation.

Being interested to know why he had joined the class, we asked for information and in reply he said, "I attended the class believing that although a bookkeeper, I would be able to develop qualities that would make me a better bookkeeper. That meeting also aroused in my mind an ambition to keep on climbing in my profession. And I am convinced that I have made no mistake in joining this class."

Time has proved the correctness of his prophecy. A little more than a year later he was made treasurer of the company by whom he was employed, and ambition once aroused he continued to aim higher, and at this writing he is cashier of a bank in which he is a stockholder. He has very kindly allowed us to use his character chart in this edition, and the following statements of its use and benefits:

"The following chart is a copy of one I was led to use through suggestions on character building offered by this course. I used for my character traits the ones I most desired to strengthen, marking on the scale of 100.



# CHARACTER BUILDING CHART

MR. JOHN BANKER FIRST HALF—MARCH, 1907

**“Do it Now”**

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Average Per Cent 15 Days
Optimism	75	75	70	80	80	80	85	85	85	90	85	85	85	85	85	82
Enthusiasm	70	75	60	80	80	85	80	85	80	90	85	85	85	85	80	70
Energy	70	60	50	80	75	70	70	80	80	80	80	80	85	85	80	74 $\frac{2}{3}$
Honesty	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95
Integrity	90	90	90	95	95	95	90	90	90	90	90	90	90	90	90	91
Application	80	80	85	80	85	80	85	80	85	80	80	70	75	75	80	80
Neatness	85	85	90	90	90	90	85	85	85	90	90	90	90	90	90	88 $\frac{1}{3}$
Self Control	60	65	70	60	70	70	75	60	75	75	80	70	80	70	75	70
Self Confidence	80	80	75	85	85	85	85	85	85	85	85	85	85	90	90	84 $\frac{1}{3}$
Success	70	75	70	75	80	85	90	70	80	85	75	90	80	80	80	78
Daily Average %	77 $\frac{1}{2}$	78	75 $\frac{1}{2}$	82	83 $\frac{1}{2}$	83 $\frac{1}{2}$	84	81 $\frac{1}{2}$	84	86	84 $\frac{1}{2}$	84	85	84 $\frac{1}{2}$	84 $\frac{1}{2}$	

“While I had begun the course early in the winter, this chart is the first of its kind that I used. I found that on March 3rd, I dropped way below my previous marking, on several qualities; in analyzing the cause I discovered the following solution: March 3 was Sunday;

I got up much later than on week days; I ate breakfast very late and ate too much; then, instead of going out into the fresh air as usual, I sat around the house and read. The result was my optimism, enthusiasm, energy and self-confidence were below par. I resolved then and there I would overcome this difficulty the following Sunday by not making the same mistake.

"Observe my markings the following Sunday, March 10, and you will see that I did overcome them and gain a little. I continued this chart for many months afterward with very beneficial results.

"While the making out of this chart may seem a great deal of work, I found that the very fact that one has to face a conscientious daily marking of his life in this respect, was a very great incentive to a higher and stronger manhood; and judging by its results upon my own life, I earnestly recommend spending sufficient time daily in the use of a similar chart.

"I feel sure that every man who does make use of a character chart will be amazed at the strength of character it is possible to develop. A very small part of each day in early life spent in this manner will, I am sure, prove a valuable asset in after years.

#### **Optimism:**

I placed Optimism first on my chart as I consider it one of the most important factors in our hunt for success. I found that I was able to increase this ten points in fifteen days.

#### **Enthusiasm:**

I placed Enthusiasm next on my chart as it goes hand in hand with Optimism, and I was also able to raise this ten points in fifteen days.

#### **Energy:**

This trait I placed next in order as it is very closely connected with the former two. In building up Optimism and Enthusiasm ten points each, I was enabled to raise my Energy percentage ten points.

#### **Honesty:**

On this trait I was unable to raise my percentage. I never would intentionally take that which belonged to another, but I marked



myself only 95% on general principles. I think there are few people on earth could conscientiously mark themselves 100% on this quality.

**Integrity:**

I placed Integrity next upon my chart as it is so closely allied with Honesty that it is hard at times to separate them. No consistent gain on this.

**Application:**

I found that I was rather uncertain in this particular trait. I generally apply myself to work with a considerable degree of success, but some days I felt lazy and the temptation to procrastinate was stronger than my desire to work.

**Neatness:**

I like to be neat,—have a clean shave, wear clean linen, have my person cleanly, my shoes shined, but some mornings I get up late—don't have time to shave, fail to brush my clothes and clean the dust from my shoes, don't clean my finger nails properly, etc. Listen! This should never happen, for as sure as you are conscious of being untidy it detracts from your optimism, enthusiasm and energy, and makes a successful day next to impossible. Raised five points.

**Self-Control:**

I placed this next, as self-control will be greatly strengthened by the upbuilding of all the qualities previously mentioned. Nature has endowed me with a quick temper, but experience has taught me that it pays to "count ten." Raised fifteen points.

**Self-Confidence:**

This trait properly developed is one of the strongest assets one may possess. Without this, it is impossible to inspire confidence in others. Raised ten points.

**Success:**

This I placed last on the chart as it can hardly be called a character trait. It is what naturally follows in the wake of a high standing in the traits named above it, and is the longed-for goal of every ambitious person.

"Success is a good word to have continuously before you, as the

word itself and what it stands for, when continually kept in mind, is a strong incentive to higher attainments."

For the benefit of those who might make use of a similar chart, I make this suggestion:

"In choosing the character traits for your chart, choose the ones you most wish to strengthen, not necessarily using the ones I have outlined in my work. If you need all of these—use them, but if you feel that you need others, use them also in conjunction with the ones given."

The foregoing is intended to show the real value of keeping a record of every day of our lives. If you are indifferent and have no special desire to accomplish results, to grow in power and knowledge or to be of value and importance to the world, of course this chart will be of no use to you.

Suppose you are anxious to know just the part you are to play in the great commercial and industrial world; how are you to know it? There is but one way, make use of a chart on character building.

You will note that Mr. Banker's first day's averages on the ten qualities was seventy-seven and a half per cent, a fair average. But on the third day, which was Sunday, he did not arise until late and took no interest in anything. The first three qualities took a day off, and he lost in power.

Observe how he began Monday morning, the fourth, full of life, determined to regain what he had lost, and he gained seven per cent in one day. He began to realize that he could not afford to sleep all day Sunday, for the next day exacted double energy to overcome his loss of the previous day.

We desire to call your special attention, first to the daily average per cent and the gradual gain made; second, to the average per cent for fifteen days on each quality; third, the gain in success during the fifteen days of eight per cent.

This clearly shows what you may accomplish if you are animated by a great purpose, or inspired by noble thoughts. If a man is indifferent, he will be inferior. If you have a desire to build a great character, you must prove yourself equal to the task. Man's true character asserts itself when put to the test.



Now let us note the influence of the different qualities as set forth in the chart. Take the first three qualities and we have those that help to develop activity. If the individual has an ideal in life, you can readily see how easily he may grow stronger each day by their use, for where these qualities predominate they *produce* the man with higher aspirations, inducing right thoughts and honest methods.

The percentage of honesty and integrity in this chart calls our attention to the standards we may put upon ourselves. In the right thinking mind it is but natural that we say "my standard of honesty and integrity is near one hundred percent." We know whether we are honest with ourselves or not. It is well to know that whether we deal honestly with ourselves or not we realize the greatest good or suffer the greatest loss.

In the preceding qualities we have the elements of a beautiful character, but we find that the standard of application is weak in proportion to the other qualities, therefore we cannot hope for the percentage of Success that Optimism, Enthusiasm and Energy suggest to us.

We also find that self-control has not been cultivated to that degree which would enable us to attain the highest development. If we desire to succeed, we must be worthy and have self-confidence sufficient to overcome obstacles and surmount every difficulty.

Courage and confidence in self have made the great heroes of the world. Be a hero, and keep a character-building chart for fifteen days. Figure out your average per cent, then lay the chart aside and begin a new one. Do this for four or five months, and then compare the percentages, and you will be surprised at the gain you have made.

"Character must stand behind and back up everything—  
The Sermon, The Poem, The Picture, The Play,  
none of these are worth a straw without it."

—J. G. Holland.

### QUESTIONS

1. How will the salesman's sincere belief in the statements he is making, effect the customer?
2. How will it effect their business relations, should the customer learn that the salesman has not been sincere?
3. State some of the ways in which a salesman can be dishonest?
4. What does the employer pay for?
5. What does "Loyalty to your employer" signify?
6. What is Fidelity?
7. Why should the salesman make his fidelity to his employer apparent?
8. Give the full meaning of economy as it should be practiced by the salesman.
9. State the only way in which real carefulness is acquired?
10. Why is neatness of importance to the salesman?
11. In what sense is Faith discussed in this lesson?
12. Of what benefit is a strong faith in one's self?
13. Why should a salesman cultivate Hope?
14. In what way may we exercise charity, besides giving material assistance?
15. What is the introduction of the John Banker chart and its explanation intended to show?
16. To what three points of value shown by the chart is your especial attention called?
17. What is the influence of the first three qualities set forth?
18. To what does the percentage of honesty and integrity in the chart call our attention?
19. If the standard of Application was near 100 per cent how would the percentage of Success be effected?
20. What does the percentage of self-control show?
21. Give the quotation from Holland at the close of this lesson.

#### Written exercise for this lesson.

Make a character building chart, similar to the John Banker Chart, using the ten character traits that you would most like to strengthen. Keep it for fifteen days, faithfully marking each day the percentage of perfection you have attained in each quality, giving yourself credit for what you honestly believe to be your due and no more.

Figure up your average percent at the end of the fifteen days and note what you have gained in ability.



## NOTES

NOTES



## NOTES

## LESSON XI

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### KNOWLEDGE OF HUMAN TYPES

Having taken stock of yourself, you are now ready to begin learning how to take stock of others or "How to Judge People Scientifically," through the knowledge of human types; which knowledge is acquired by the study of men, their form, features and methods of expression. It is well to be able to tell at a glance whom to trust and whom to avoid, to know what kind of a man you have to deal with; how to approach him, what plan of action will meet with the best reception from him and to which he will offer the least resistance. It is also well to be able to *classify your own personality*, so in studying human types we want you to draw comparisons with your own form, features and methods of expression, and if you find any of the character features that seem to you disagreeable, *proceed at once to correct* them.

It is important that the salesman should be able to interpret character *correctly* and to this end it is not only necessary that it be done intuitively but *scientifically*. "Intuition" must have a basis in facts.

In studying types as in drawing, we begin with generalities and go into details.

*Begin* by the study of the whole, the general appearance and form of the man. *Proceed* to study parts and their relationship to the whole. *Finish* by detailed and careful study of the head, face and hands.

Now, what are the principal parts of the human structure? Bones and muscles, brains and nerves, stomach, intestines, heart and lungs. When a certain part preponderates in the formation, we are apt to designate the man by the preponderating part. From



this tendency to recognize physical and mental peculiarities of structure by names, comes the classification of temperaments. Their classification becomes scientific only when we recognize the ground work of each temperament, the relation of one temperament to another and the result of the various combinations of temperament.

A temperament is a condition of the animal structure, which is at once fundamental, specific and distinct. Bones and muscles are fundamental. They are in all animal structures, they have a specific task to perform, that of supporting and moving the body. They are distinct;—not liable to be mistaken for anything else. The same rule applies to the brain and nerve system and to the nutritive system. Each of these bodily conditions is fundamental, specific and distinct, therefore the basis of a temperament.

The average salesman cannot go into the complexities of this study, and must have a concise estimate of what he wants to know, therefore we confine ourselves to giving the popular exposition or outline of the temperaments and their mental and physical characteristics, before going into detail as to the reading of character.

Inasmuch as no two individuals are alike in every particular, no two individuals are exactly alike in temperament. So there are almost as many temperaments or grades of temperaments as there are persons. Each one has some modification, or a temperament of his own, which can be recognized only by understanding what each pure type signifies.

**The elements of the temperaments are derived from the different systems of organs in the human structure.**

First, there is the organic frame work consisting of bones united by muscles and tendons, and as they act in harmony and connection with one another, they form a distinct system, which system constitutes the basis for the temperament of motion, or Motive Temperament sometimes called the Bilious Temperament.

Second, the nutritive system consisting of all the organs that contribute to the manufacture and distribution of nutrition and the removal of waste, which is composed of the digestive apparatus, stomach, intestines, etc., and the Lungs, Heart, Arteries and blood vessels; these organs act in conjunction with one another in preserv-

ing and maintaining the vitality or nourishment of the structure, and form a basis for another temperament called the Vital Temperament.

Some scientists separate the manufacturing and distributing part of this system and designate that part of the system connected directly with the blood, as a basis of a temperament, called The Sanguine Temperament, which is described as having great activity of the blood vessels, florid complexion, etc.; and that part of the system that is connected with the digestive apparatus (or making of blood) The Lymphatic Temperament, which is described as having an abundance of flesh.

We believe that the temperaments will be more easily understood and recognized by grouping the organs that work in unison and making them the basis of a single temperament, and sub-dividing it later so that the temperaments classified by some as Sanguine and Lymphatic are included in our classification, The Vital Temperament, for reasons as before stated.

Third, The Brain and Nervous system. Composed of the brain which is the center of the physical organization and the nerves which convey messages and sensations to and from the brain to the other parts of the body. As these organs act in conjunction with one another we find here the basis of another Temperament called the Mental Temperament. This temperament has also been known as the Nervous Temperament and at an earlier date as the Melancholic Temperament.

We have therefore this classification of the Temperaments and the basis for the classification.

### BASIS OF TEMPERAMENTS

Motive	{	Bones
	{	Muscles
	{	Breathing Apparatus—Lungs
Vital	{	Digestive Apparatus—Stomach, intestines, etc.
	{	Distributing Apparatus—Heart, arteries, and blood vessels
Mental	{	Brains
	{	Nerves



Man's physical and mental activities may be safely predicted from his temperament. The indications of the pure types are:

**Motive Temperament:** Bones prominent, tall, coarse abundant hair usually black, dark eyes, thick dark skin, intense feeling, quick and positive; the make-up giving an impression of strength. Well developed muscular system. People of this temperament are fond of the substantial. Occasionally we find light complexioned people of the motive temperament hair is coarse but light, or red. The man with the Motive Temperament has good mechanical and business aptitudes; can adapt himself to either in or out door pursuits. Great working power. In dealing with an individual of this temperament be brief, serious and consistent. Be careful not to contradict him, but explain the merits of your proposition and above everything else produce the goods, in other words, "show him." If you fail to interest him at the first interview, try again.

**Vital Temperament:** Roundness of figure, bones covered with flesh, full development of the abdominal region. Reddish or light hair. Blue or light eyes of any color, fair skin, round or full face, head wide above and between the ears, warmth and ardor of feeling; the whole figure giving the impression of a good appetite, digestion and circulation. Excessive Vital Temperament inclined to put on flesh and grow heavier and stouter as the years go by. He is not necessarily lazy because of this, and may be an earnest worker or pusher. Having an abundance of healthy blood freely distributed to all parts of the system, gives life and vitality; hence he is hearty and cheerful. You must move slowly and cautiously; to influence him, lay your proposition before him with clearness, precision and deliberation, quietly demonstrate how he may profit by the proposition and give him time to think it out. A person of this temperament is better seen after a good dinner as he will be more easily pleased. When the temperament is too nutritive, the virtues are apt to be negative.

**Mental Temperament:** Body slight not necessarily small but usually of medium stature, delicate outline of figure, fine light brown or black hair, head larger at front, forehead high and wide, face narrowing down to a small chin, making it pyraform or shaped like a pear; black, dark blue or grey eyes, head seems large for the rest

of the body, especially for the face. The whole figure giving the impression that the mind works at the expense of the body. Not aggressive, impulsive in action, animated, quick tempered, and hasty to form conclusions. He will form his questions and answers readily. Permit him to fully express himself, let him do most of the talking. Do not contradict, appeal to his reason and explain your proposition in as few words as possible. Being able to reason and argue he appreciates these qualities in others.

In a harmonious or equally balanced temperament each system or basis of a temperament being represented in an equal degree, the individual would be capable of manifesting the characteristics of each of the temperaments equally. But there are very few people so equally balanced that they do not manifest a predominance of the Motive, Vital or Mental Temperament. A harmonious blending of the temperaments is better than over-balancing of any one temperament. We conclude that a man has a well balanced temperament when he is well proportioned in head, frame and flesh.

The whole figure is compact and rounded, no part appears to attract attention more than the rest; the bony structure has no undue prominence; the muscles do not stand out in bunches; the chest is large enough but not too large, the abdomen is neither drawn in nor bulged out; the head does not strike you as being either too large or too small, for the body. Well-balanced people may be either large or small, but are generally of medium size.

The well balanced man moves evenly and steadily, rises quietly in the world, without fuss, makes good every step as he takes it. Circumstances do not control him. He controls them by *making the best* of each condition they present. A salesman should certainly try to become well balanced in temperament because a lack of harmony tends to hold one back in the life race. No matter how good a brain a man has, he dies when his heart gives out, and his thinking capacity is *eventually* measured by his ability to digest his dinner.

General Garfield is a good specimen of the well balanced temperament. He rose to high position by force of character; not particularly brilliant, but he had the all-around completeness that goes with harmony of temperament.



The salesman must remember that it is not often that he will meet with an individual of a pure temperament. Generally, there exists a blending of several. Knowing what color of eyes, and hair, what form of face and body, go with each kind of temperament, he should be able to determine the preponderating characteristics of any particular temperament in any individual at a glance. It is simply a matter of practice. In exact proportion that he is able to judge of temperamental characteristics, will he be able to form an accurate estimate of any person's character by head, face, and form.

### RECAPITULATION OF PURE TYPES

		Characteristics
Motive	{	Leader, loves power and conquest
		Self-reliant, persevering
	{	Ambitious
		Constant in friendship
	{	Positive in manner
		Language strong and emphatic
	{	Talk directly to the point
		Adapted to mechanical or business pursuits

When not influenced by mental, result is mere animal strength, and shown by small head in upper part and broad at the base, neck short, and thick muscles.

		Characteristics
Vital	{	Less inclined to study or work hard than when motive leads
		Ardent, impulsive, versatile
	{	More diligence than perseverance
		More brilliancy than depth
	{	Sometimes fickle
		Active in mind and body
		Outspoken

General disposition, fond of good company and good living; should guard against the excessive use of stimulants and over-

eating. Healthy condition of this temperament more inclined to sanguine-vital; unhealthy development to the Lymphatic-Vital.

		Characteristics
Mental	Hair, fine, soft, black or light brown	Refined, sensitive
	Eyes, dark grey or blue	Enduring in work
	Complexion, pale, clear	Mental operations quick and powerful
	Face, pyraform, features delicate	Lively and vivid imagination
	Forehead, high, broad	Moral sentiments influential
	Head, large in proportion to body	Irresolute—persistent when final decision is reached
	Nose, narrow	Speech rapid
	Neck, thin, long	Scholar
	Form, slight, delicate in outline, medium height	Intellectual and muscular effort enjoyed

Unhealthy development of this Temperament brought about by too early cultivation or irregular growth of brain, close application to indoor occupation, or to the excessive use of stimulants, tea, coffee, tobacco, etc., produces nervous condition of body and mind. Should take outdoor exercise.

### SUB-DIVISIONS OF THE VITAL TEMPERAMENT

We use the term Sanguine Vital to distinguish those of the Vital Temperament who show more of the blood or red in hair and complexion, and the term Lymphatic Vital to distinguish those who show less of the blood and more of the flesh development.

		Characteristics
Sanguine Vital	Hair, red or reddish	Quick temper, but easily reconciled
	Eyes, blue	Emotional, excitable
	Complexion, florid	Buoyant, cheerful
		Prefer muscular work rather than mental
		Not enduring
		Not particularly well informed
		Speak without thinking
		Blunt



		Characteristics
Lymphatic Vital	{ Hair, blonde or light Eyes, light, any color Complexion, colorless	Not easily provoked Forgives but does not forget Heavy and slow, plodder Prefer business to muscular work Enduring Well informed Speech deliberate
Both	{ Face, round Nose, outspread Neck, short Form, thick-set	

Sluggish action of the venous system produces the Lymphatic condition, resulting in corresponding slowness of action, and lack of color and vivacity

We might go still farther and classify those of this same face, nose, neck and form, but with black hair and eyes and the olive complexion, as Bilious Vital.

You will notice by referring to diagrams of the pure types that:—

**Power and Endurance show the Motive Temperament.**

**Fullness of form shows the Vital Temperament**

**Delicacy of structure shows the Mental Temperament.**

In the following combinations of temperament the first one mentioned leads the others.

### COMBINATION OF TEMPERAMENTS

		Characteristics
Motive Mental Vital	{ Hair, fine, black Eyes, black or dark brown Complexion, olive Forehead, broad, high Face, square Nose, outspread Neck, short Form, medium, fully developed	Intense, serious Passionate, jealous, revengeful Persistent, enduring Business preferred to mus- cular or intellectual pursuits Cool and cautious in busi- ness Speech decided Well informed Conclusions thoughtfully arrived at

**Advice to Salesmen:** In this character you will find a very intelligent, wide-awake customer. A good buyer if his impression of you is favorable. Be serious and polite in addressing him.

		Characteristics
Mental Sanguine- Vital	Hair, fine, red	Self-satisfied
	Eyes, blue	Loves poetry, music and art
	Complexion, pink	Refined, emotional
	Face, pyraform	Not enduring in physical work
	Nose, narrow	Excitable, vivacious
	Neck, long	Prefer artistic occupations to business
	Form, short, slight	

**Advice to Salesmen:** This man is apt to be very sensitive. Be pleasant and cheerful, but clinch your proposition as quickly as possible, otherwise he might change his mind and waste your time by talking on every subject except the one you intend to propose to him.

		Characteristics
Motive Mental	Hair, black	Capable
	Eyes, black or grey	Considerate of the rights of others
	Complexion, pale	Not easily discouraged
	Face, rugged	Positive in manner
	Forehead, high, broad	Talk directly to the point, with simplicity and earnestness
	Nose, prominent, bony	
	Neck, long and strong	
	Form, tall, muscular, flesh firm	

We are all familiar with the portrait of Abraham Lincoln, who was a good representative of this combination. Mental temperament, controlled by motive, almost entirely lacking the smoothness and plumpness of the Vital, but the social and domestic propensities being large had a tendency to soften the otherwise harsh outline making him gentle and kind.

**Advice to Salesmen:** Be calm and cool in approaching this man. Do not get excited. Do not argue. State your proposition



briefly and to the point. He will prove a good customer if you do not antagonize or contradict him.

Mental Sanguine-Vital Motive	{	Hair, light, sandy
		Eyes, blue
		Complexion, florid
		Face, tapering
		Nose, thin
		Neck, long, thin
	{	Form, tall, muscular but slight

Hair, eyes, complexion, Sanguine-Vital. Face, nose, neck, mental. Form, motive. A hustler in business. Good-natured and cheerful, active and excitable.

**Advice to Salesmen:** In order to be successful in presenting a proposition to the above gentleman, the salesman must be in a happy mood himself. He must use a little witticism, not too much, and be a "jolly good fellow." The salesman should not commit the error of being coarse, the more refined his witticism, the more likely he is to please his prospect. The individual of the above characteristics is apt to be changeable, and should the salesman fail to effect a sale at that interview, he must be sure to leave a good impression.

Motive Vital	{	Hair, light, coarse
		Eyes, small, light
		Complexion, fair
		Face, long
		Nose, outspread
		Neck, thick and muscular
	{	Form, large, well covered with firm flesh

Hair, eyes, complexion, nose, Vital. Face, neck, Motive. Form, both. The addition of some mental would make this temperament crafty in business. Without it, the type is fitted simply for muscular work.

**Advice to Salesmen:** This man will look for a special bargain and will not be satisfied unless he thinks he has one. Show him where

he will profit by the proposition and you can easily convince him on other points.

Mental Vital	{	Hair, light brown
		Eyes, grey
		Complexion, good color
		Forehead, broad
		Face, square
		Nose, outspread
		Neck, short and thick
		Form, well developed, stout limbs, plump hands

Large brain, well supplied with nourishment, gives the ability to think clearly and accurately, while the vital strength gives endurance. Could manage the affairs of a nation.

**Advice to Salesmen:** A common sense customer, capable of understanding a proposition and looking for a bargain; display and state the merits of your goods in a practical, matter-of-fact way. He will buy if you exercise patience and good nature.

Mental Motive	{	Hair, black
		Eyes, black
		Complexion, olive
		Face, pyraform
		Nose, thin
		Neck, thin
		Form, slight

Form, neck, nose, face, Mental. Complexion, hair, and eyes, Motive.

**Advice to Salesmen:** Remember, that a person of the above description is apt to be a highly excitable individual. Quick in speech and action. Irritable. Brief, consequently explain any business in as concise a manner as possible. Do not unnecessarily intrude upon his time. Consider him as somewhat whimsical. State the merits of your proposition and clinch it right then and there, as anything that comes up afterwards, may change his mind.

These few examples of Temperament will serve to illustrate the influence of the different combinations of temperament.



## QUALITY IN MEN

There are fine men and coarse men. In some men everything is hard, rough and severe; the skin is rough, the features are just chopped out of the hard material; the hand is knotty, rough, strong and evidently unsuitable for fine manipulations; the voice is harsh; the movements are heavy and without grace; the hair bristly and stands out like a brush. These men are of coarse quality.

Other men are fine, smooth, well finished, with thin skin that glows with every change of feeling, for the blood gets to the surface easily. In them the features are finely chiseled; you can see where one begins and the other ends. The hands are fine and flexible, fitted for delicate manipulations. The voice is musical and clear. Every movement is easy and graceful. The hair is soft, like silk, lying around the head.

Fine quality can belong to any sex or temperament. The bony and coarser temperaments are generally the coarser and muscular men. Fine hair means fine bones and muscles and a sensitive and nervous temperament. They can enjoy and suffer more than the coarser and common. The coarse can enjoy a life of hardship and can endure privations. Rugged coarseness in pioneers smooths the way for delicate fineness that comes after it, and develops art, music and beauty. These two classes are both useful, but one could not change places with the other. The coarse nature is happy when well fed, well clothed, and all the animal wants attended to. The finer nature needs sympathy, tenderness, poetry, art, beauty, to gratify the aspirations of the soul. They are dreamers and inclined to be aesthetic. They shut themselves away from the wear and tear of a working day to build up for themselves an ideal world.

If a coarse man is also a bad man, he is full of gross vice and sensualism. A low life builds up the lower organs of the body. It enlarges the back brain (cerebellum) fills up the lower earlobes. If a man is too coarse, he can become finer by improving the intellect and exercising the higher faculties generally. If a man is too fine he can harden himself by taking more interest in daily life and do hard work.

Between the extreme fine and coarse there are all shades of quality. This just depends upon their faculties. A coarse man likes his religion hot and strong—a brass band and loud shouting. To appeal to him you must picture a blazing hell and angry God, a pleasant place of abode as a reward. He spiritualizes nothing. A finer fibre shrinks from all the noise and blaze of such and worships quietly. These two classes quarrel about their respective modes of worship and call one another “ranters” and “ritualists.” Both may be in earnest. The difference is in their temperaments, not in their spirits. We must make allowance for each other. We can’t blame a coarse man for speaking plainly and directly. He must give vigorous speech to his thoughts; it is his nature.

### HEALTH SIGNS

For the benefit of the salesman himself we give a few of the health signs.

A depression of the nervous system in the region of the stomach or a chronic inflammation will be shown by a falling in of the face. Failure of nutrition is first apt to show itself. If behind the ears and around them the skin gets white or grey there is defective nutrition and something seriously wrong with the body. People advanced in consumption get deadly white and thin thereabouts. So long as the ears are a good color and the region behind and below them has a natural appearance, there is no immediate danger of losing life.

There are some thin and worn out men who appear as if they had not much time to live, and yet they keep on living in the most unaccountable manner. To all appearances, they ought to die, but they do not. A study of these men would reveal the presence of a prominent mastoid process, the bony knob just back of the ear. It is indicative of vivativeness, or love of life. There are other men who appear strong and well and yet when anything ails them they die almost without warning. In these cases the mastoid process is weak. To understand men, to understand ourselves even, to know whether or not we are likely to make a good struggle for life, we ought to study our health signs.

A careful delineator of character and conditions will always warn his subjects of their bodily needs and tell them how to avoid



disease. In many instances, the modification of physical conditions is more necessary than anything else. Frequently, too, people have formed entirely erroneous ideas of life and duty. Sometimes a pale and sickly man wants to know how to push on with his studies and make his brain do more work. Really what he wants is complete nerve rest, failure in memory being caused by overwork and nervous debility. The man who would benefit by a course of study often spends his time in baseball, while the one who needs athletic exercise in the open air spends his time in reading and study. The brain is just as liable to morbid conditions as the body. A mental dyspepsia shows itself by a morbid mental appetite.

If the vital health signs of the face are falling in or if they are flat to begin with, there is no force to spare for dissipation of any kind. And the dissipation of a hard course of study is often the worst possible.

The facial signs tell of two things differing materially from each other, viz., weakness of an organ and actual disease of that organ. If young men on their own account would find out from facial study what are their physical defects, which are their weak organs, they would have a chance of protecting themselves. They would be warned in time and might then take steps to strengthen the weak heart, stomach or whichever organ is affected or likely to be, and also avoid putting an extra strain on such organ.

There are young men who train for athletic performance without knowing the state of their heart. A man whose chin is weak and whose health poles are flattened ought to gradually increase heart power by gentle exercise at first, taking more severe ones as he proceeds, but never going to the extreme or trying to perform great feats. Most athletic breakdowns are early in life owing to a breakdown of some great vital organ. Few reach old age. Those who try to become athletes and fail owing to some organic weakness of which they ought to have been warned are very numerous. Some of them die immediately with inflammation of the lungs, while others are ruptured, contract aneurism or drop into chronic debility out of which they never emerge.

How little the majority of people know about health! Yet health signs are all too apparent. The knowledge upon this subject

can easily be acquired in a few hours or at most a few days. A good general knowledge of physiology with a few laws of health and health signs may be obtained readily.

We may spend more time in learning a musical scale or a Latin declamation than the above important studies would require. On this subject Herbert Spencer speaks most strongly. He says: "If any one doubts the importance of an acquaintance with the principles of physiology as a means of a complete living, let him look around and see how few men and women he can see in middle life or later life who are thoroughly well. Only occasionally do we meet with an example of vigorous health continuing to old age; hourly we meet examples of acute disorders, stomach ailments, general debility, premature decrepitude."

Scarcely is there one to whom you put the question who had not in the course of his life brought upon himself illness which a little information would have saved him from. There is a case of heart disease, subsequent to rheumatic fever, which reckless exposure caused. There is a case of eyes spoiled by over-study. And today we are told of another who had to lie by for years because he did not know that the palpitation from which he suffered resulted from an overtaxed brain.

The value of regular habits of eating, sleeping, exercise and bathing cannot be overestimated by the salesman whose success depends so largely upon his physical condition. Students of this course will do well to ally themselves continually with organizations which give opportunities for developing the all-around man. It is the best insurance for any salesman.

A study of mentality leads to accuracy of expression in speech, it cautions one against the wrong kind of argument or paradoxically, the right kind of argument and advocacy, to the wrong man. Descriptive mentality, salesmanship and a study of personal interest all prove that what is impressive to one person is often wholly uninteresting to another, even where one would most expect interest.

"Knowledge comes by eyes always open and working hands.  
There is no knowledge that is not power."

—Emerson.



### QUESTIONS

1. How is knowledge of human types acquired?
2. How do we study men?
3. When does the classification of the Temperaments become scientific?
4. Explain the muscular system from which the classification of the Motive Temperament is derived.
5. Describe the nutritive system which forms the basis of the vital temperament.
6. What is the basis of the mental temperament?
7. State what may be safely predicted from a man's temperament.
8. Describe the man with the motive temperament and tell how to effect sales with a man when this temperament predominates.
9. Describe the man with the vital temperament and state how the proposition should be presented when this temperament leads.
10. Describe the man with the mental temperament and manner of presenting the proposition when this temperament leads.
11. Describe the man with a well balanced temperament.
12. Describe the combination of motive and mental temperament.
13. Describe the vital temperament combined with a full amount of mental temperament.
14. Explain the effect of fine quality in man.
15. Explain the effect of coarse quality in men.
16. If a man is too coarse how may he become finer?
17. If a man is too fine, how may he harden himself so that he will be more useful?
18. How is defective nutrition shown?
19. Why should salesmen ally themselves with some organization where there is an opportunity for Physical Culture?
20. Give the quotation at the close of this lesson.

### Written Exercise for this lesson.

Write a description of the temperaments of five of your friends, together with your observations of their several characteristics.

NOTES



## NOTES

## NOTES



## NOTES

## LESSON XII

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### CHARACTER READING

**Heads and Skulls.** Judge a man by the shape of his head and not by the size, because the relative quality of brain in certain portions is determined by the shape, and not the size of the head. A large head sometimes contains very little intelligence and a smaller one considerable.

As you study heads you will notice a great difference in their shape; certain parts are fuller than certain other parts, showing that they are more fully developed, and it is these developments that you are to observe and take into consideration.

The skull is a wonderful structure; it is the home that the brain lives in and is intended to protect it. The brain fills up the whole cavity of the skull from the orbits of the eyes to the back of the neck. It is not imprisoned in the skull as some people seem to think. "The bone of the skull is living matter and receives nutrition by the blood just as the muscles do," and grows to accommodate the growth of the brain.

"The method of the growth of the skull is supposed to be this; if it is necessary to remove the material of which the bone is composed to make room for the growing brain, the bony material is dissolved, absorbed, carried into general circulation and new bony matter is formed a little farther off so as not to press on the brain and hinder its growth."

The thickness of the skull is fairly uniform but great activity of any part of the brain tends to make the skull thinner over that part so that something of the life a man has lived can be told from the skull by putting a lighted candle inside; the light will shine through the thinner places, which indicates that the brain was particularly active in that section. In life the shape of the head or skull reveals the part of the brain that is most active because of protusion or



bulging in that section, and it only remains to determine the *location* of the different sets of faculties to know what faculties are prominent.

Phrenologists tell us that the intellectual faculties are located in the front part of the head, and it has been scientifically demonstrated that men of great intelligence show a particularly full development of the forehead, and men of less intelligence a correspondingly smaller development, which would go to show that the statement was correct and that the intellectual faculties are located in the anterior or front lobe of the brain. The location of the other sets of faculties have been determined in the same way.

The selfish propensities being located in the middle lobes of the brain, render the head wider between the ears and give breadth to the face; these faculties include all those that contribute to force, severity and constitutional vigor.

The social and domestic faculties being located in the back of the head or posterior lobes of the brain, a fullness of this part of the head would indicate that a man was "social, friendly and warm hearted."

To give you some idea of the location of the different sets of faculties we present the chart shown on opposite page.

### EXPLANATION OF CHART

The lines drawn give the approximate outline of the location of the different groups of faculties.

At the side of the head, in front of and directly over and behind the ears (A) we have the animal propensities; appetite, force, resistance.

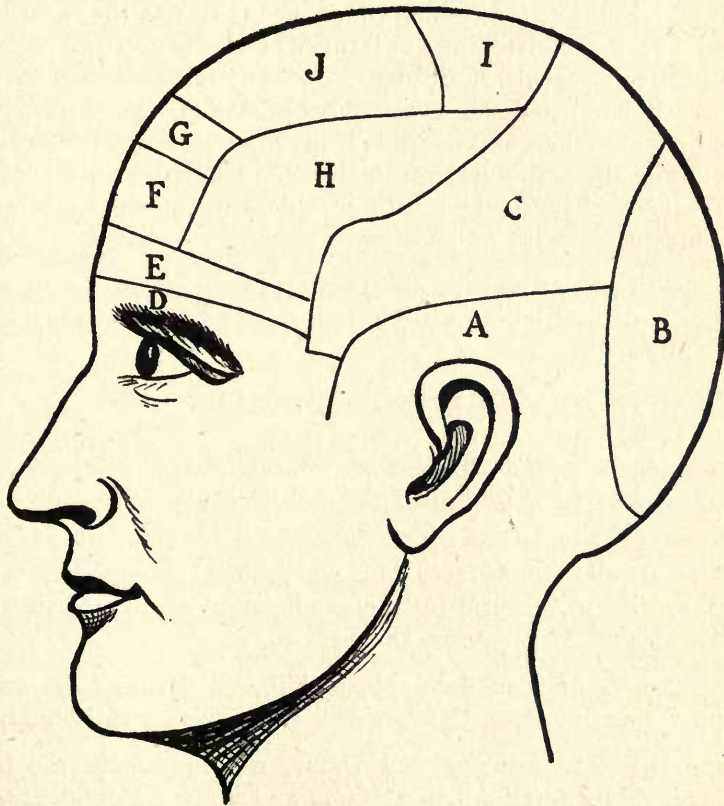
Built upon these (C) we have the selfish propensities; at the back of this space, beginning at the bottom, secretiveness, caution, ambition, self-esteem; at the sides of this space toward the front the business and constructive qualities, acquisitiveness and constructiveness.

Behind these, filling out the back of the head (B), we have the social and domestic propensities; love of family, home; sociability, friendship.

In the forehead we have the intellectual faculties. There are four stories, so to speak. In the lowest, directly over the eyes (D) is the perceptive intellect; observation, measuring and value qualities.

The second story (E) is the memonical intellect; memory of facts and places, time and tune.

In the third story (F) is the reflective intellect; reasoning and comparison.



In the highest, or fourth story (G) is the intuitive intellect. This is the region of the brain farthest removed from the animal propensities, and the least necessary to *animal* being. It is the reverse of the perceptive intellect, being fed from the spiritual or soul fac-



ulties, hence we find here human nature and in the space above, or the crown of the head, (J) the moral qualities, benevolence, veneration, spirituality, hope.

Between the four stories of the forehead and the business and selfish propensities (H) we find agreeableness, mirth, refinement and love of grandeur, and in the space (I) justice and firmness.

Prominence of any certain part or region indicates that the faculties located in that region are large, hence have a controlling influence. Full but no undue prominence indicates the faculties are present but not controlling. Flatness of the region indicates that those particular faculties are deficient. For instance, a man whose head was high or projecting at the upper part of (C) would have plenty of self esteem and ambition, while if his head were flat in that region he would be deficient in those qualities. The same rule applies to other regions, always taking into consideration the effect of one set of prominent faculties on another.

A man in whom the bony substance is prominent will have a thick skull. His mental labors will be performed slowly but they are not of necessity poor.

### READING THE FACE

Each face reveals something of the soul that lies behind it, and records the history of its owner—tells of his growth upward or downward.

There are all kinds of faces upon which the characteristics, temperament, sentiment, natural instincts, education or lack of education, conceit, wisdom, etc., express themselves.

If selfish feelings predominate and if evil desires have sway in our inner consciousness, the face will grow thick and impure.

Pure thoughts, honesty and virtue, will illuminate the face, a happiness shines forth which attracts and inspires confidence.

The best time to judge character by reading the face is during conversation, when the face is lighted up by thoughts and feelings. In repose it is more difficult to form a correct conclusion. Study profile as well as front view.

The greatest difficulty in character-reading by the face is that of properly balancing opposite qualities; that is, to take into consideration all the different qualities shown, and adjust them to each other, as it is seldom that any particular quality is so prominent as to over-balance all the others and sometimes exactly opposite qualities are shown.

What the salesman needs is the ability to read the kinds of capacity that are *dominant*, those that are *moderate*, and those that are *minor* in the face of the stranger, acquaintances or expected patron. These capacities are expressed by the relative size of the parts of the various features of the face. They are elements of contour rather than elements of expression. The signs are no less specific because they blend into each other. A study of the face when the indices are understood, leads to a clear method of procedure to attract attention, build friendship, appreciate another's manner, and in brief, to adjust the mentality of the reader to the mentality of the one read. There is nothing one dislikes so much as to be misunderstood, nothing one appreciates more than being rightly understood; one might almost say that men are unlike other men, chiefly in their peculiarities.

An honest face has clear, well-opened eyes, and yet such eyes are often found in the faces of crooks. The honest face is usually longer than it is wide. Its eyes are not of the hard, staring sort; it is firm and calm, fuller in the upper regions than in the lower and sensual ones. It is sometimes coarse in profile, generally straight, rarely concave.

A broad face and low broad head indicate selfishness. When the rein is given to this kind of a mind, it becomes greedy enough to covert the possessions of others.

In a general way, all faces may be classified as pear-shaped, round or oblong. As with the bodily form, you will more often find combinations than you will the pure type.

Pear shaped face, the forehead high and broad. The features long rather than round; eyes bright, indicate that the intellectual faculties predominate.



The round face indicates that the vital or nutritive qualities predominate; denotes lively, amiable disposition, but generally unstable, lacking in perseverance.

The oblong face indicates that the muscular system is developed—denotes strength.

The three natural divisions of the face have each a central feature. In the upper division, forehead and eyes, the eyes are the central feature; in the middle division, the nose is the central feature; in the lower division, mouth and chin, the mouth is the central feature.

**Eyes.** The eyes proclaim the disposition; keen grayish or greenish-gray, or blue eyes denote business sagacity; energy, ability.

Wide open clear eyes denote honesty, frankness; half-shut eyes mental alertness, studying the proposition with reference to his own advantage. Very small eyes denote secretiveness, cunning; small slant eyes, deception; small bright eyes, quick perception.

Decidedly blue eyes, easily led. Dark eyes, energy, quick temper; hazel eyes, ability, firmness, constancy, unselfishness.

**Nose.** The nose is an indication of character. If there is no character to the nose there is no character to the person possessing it.

The pure Roman nose is convex in outline, strong and prominent and when full in height, breadth and length denotes a positive, energetic aggressive character. Is the opposite of the Greek nose, does not care for refinement nor luxury.

What is known as the pure Greek nose is perfectly straight, delicate, but well-formed and not sharp. It denotes refinement, love of literature, fine arts, etc., also acute reasoning powers, craftiness, and indirect action. Should be studied, in outline, as a tendency, to convexity adds energy and decision, while if shortened or turned up, the character is weakened.

Its aggressive power is less than that of the Roman. The salesman dealing with this type must not be too aggressive, but must be firm and display his goods in a careful, dignified manner. Impressions will mean a great deal. Nice fabrics or beautiful designs will attract.

If this nose gradually widens from below the bridge, making the nostrils wide, it indicates a strong, useful and intellectual character.

You need no special instruction for dealing with a man of intellect. Intelligent presentation, coupled with courtesy, fair dealing and honesty, are what counts. They are calm and considerate of the rights of others; know what they want; listen to reason and may be influenced by argument because they are able to reason and argue themselves and appreciate these qualities in others.

The outline of the nose shown in Figure 1 indicates a combination of the Roman nose; the Commercial nose. From a salesman's point of view this nose is partly aggressive and partly reflective. With a well formed head it will accentuate the characteristics of the individual. He will consider your proposition as long as you keep cool and down to facts. Do not commence to argue but quietly, seriously, briefly explain the merits of your goods.

The more elongated the nose and the wider at the wings, the greater the aptitude for shrewd commercial planning. Such a nose will render the individual executive, but not so diplomatic in his dealings.

There is no special characteristic nor intellectuality in the pug and snub nose type.

The degree of education of this type will modify the cruder or rougher elements in his nature. The salesman must regulate his conduct according to the type of person he has to deal with.

To illustrate the capacity expressed by the relative size of parts or contour of the nose, we will take the faculty of "defense" located at the bridge of the nose, as this faculty is prominent in determining the business sagacity of your customer.

The physiognomist has in his "mind's eye," as it were, an imaginary average nose and its lines. Deviations from this average to the extent of a "pen line" count for or against the faculty, or its sub-faculties. To make our illustration plain we have made these deviations quite marked.



The dotted line in Fig. 1 is a broad average line. The faculty of defense has the general expression, aggressiveness, protection by commercial means, and self-defense by physical means. In the instance of the nose in Fig. 1, protection rises highest from the average, and while there is aggressiveness in plan and methods of attack toward any kind of an adversary, the chief purpose of the faculty is to prepare all kinds of commercial support and to avoid risks in the money-loss direction. Economy and other faculties may increase or diminish this. The self-defense of this nose is one of strategy and skill, and not that of brutality arising from lower faculties, as in the case of pugilists.

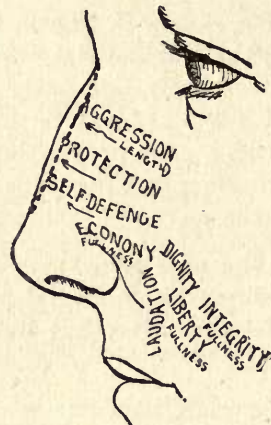


Figure 1

In business this nose would be calm, persistent, non-speculative asking for "sure things," governed by experience, insistence upon rights, but not attacking the rights of others—unless aversion, destruction, laudation and egotism are very large—and inclined to push opinions more strenuously than commercial schemes. Sometimes these opinions are in themselves purely commercial, which must be determined by other faculties. With this brief outline of Fig. 1, we will draw some deductions on the greater deviations of Fig. 2.

It does not need an expert in physiognomy to see that the following sub-faculties are deficient in this nose. It will not attack long and aggressive tasks, it shuns responsibility that requires severe thought or consecutive effort, its policies are temporary—however

vivid at the moment—obligations are assumed, without constructing a plan for their fulfillment; and if in business then the faculty of economy, caution or a good memory must take the random responsibility for success. Other faculties may endow this man with temper and fighting qualities, but the absence of commercial diplomacy is certain, and of a wise financial administration no less so.

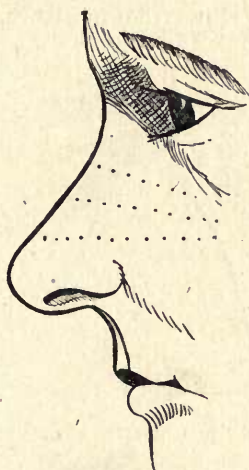


Figure 2

The general energy of this nose is spasmodic, variable, unsympathetic and seldom profitable. The financial protection indicated is of a diurnal nature. The defense shown at the nose of the third figure is pugnacious, but not planned. Mental activity, resulting from strong faculties in other parts of the face, might lead to argumentative contests, generally of a negative order. To sell to this nose one will have to appeal to sociability, egotism and the appetites.

If Fig. 2 is decidedly deficient in the sub-faculties of *Defense*, then Fig. 3 is certainly strong in these. This nose will plot and plan, and urge its claims to an issue, just so fast as it can possibly satisfy its reason that conditions are ready. There is no haphazard process indicated by this bridge-line. It is built to carry heavy loads, heavy in proportion to the texture of its fibers and the vigor of the body backing it up.



Protection has a high line also, and shows intrigue, reserve force, preparation, contest from a willforce standpoint. To reach this nose, safety must be urged, an appeal to public spirit, to progressive conditions under guarded forms of procedure. The formula of being in advance of the trade, and directing the affairs of the community; pride, ambition and reason must be appealed to, and then the last of the three, which is commercial self-defense, through which to be ready for an attack from slower competitors.

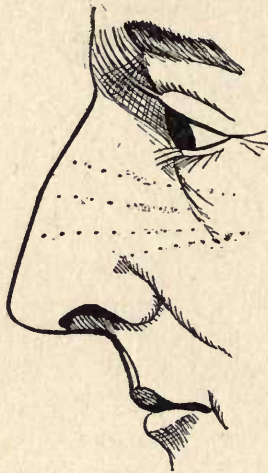


Figure 3

In low quality men this nose leads to genteel overbearing in manner, sometimes to a life of slick accomplishment. But this is not often the case; frequently it "falls down" from over-ambition.

If economy is small, the nose thin and bloodless, at that point, the disposition will be to overreach financial possibilities, to overload in goods and obligations, and in general, not to keep a safe reserve fund. If the nose is heavy at that part, the tendency will be to carry old truck and stock, to hang on to dead loads, and generally overburden the mind and store-room with needless details, on the one hand and out-of-date goods on the other.

The nose, like the other physiognomical signs, only denotes certain tendencies according to its outline, or indicates the existence

of the faculties of the mind which find expression in the face. It is for the intelligent salesman to make his own deductions.

**Mouth.** The mouth proclaims the emotions and puts the stamp on individuality. Indolent, pleasure loving people have large mouths, with thick, well-formed lips.

Thin lips closely shut indicate closeness in dealings.

Well formed mouth firmly closed, shows determined courage and endurance.

We all know that the person with a large mouth, half-open, is stupid; if the forehead recedes also, he is not only stupid, but lacking in ordinary intelligence.

You may depend upon the man with a mouth that turns up at the corners to be jolly and witty, while the mouth with drooping corners indicates despondency.

The well balanced mind is indicated by a straight even mouth well formed closed lips. If the upper lip is long, it denotes self-esteem; if the lower jaw is large and protruding, it denotes tenacity.

**Chin.** Another important feature of the face, by which man is to be judged, is the chin. Some people have receding chins, or runaway chins. There appears to be nothing to support the lower lip. Their faces have a weak appearance. Sometimes their foreheads are flat and receding. A weak chin denotes lack of courage and a weak forehead lack of intelligence. We must not expect much from a person who has both these signs of weakness. The face with chin and forehead both receding may belong to a person who goes by fits and starts, may be brilliant and clever, but has no staying power; only firm chins have it.

By closing the mouth firmly, you increase the strength of the chin.

A fine, square pointed chin denotes firmness of structure and endurance. If the chin forms almost a right angle by its projection downward and outward it denotes a resolute character.

Enlarged double chins indicate plenty of vitality and affection. Fighting and enduring chins are lean, hard and angular. Many noted pugilists have this form of chin.



## THE HAND

The scientific study of the hand lies in a consideration of the whole hand especially the back, not so much in the palm.

If the body is short and stout, so is the hand. If the wrist is thick the neck will be thick too. If the fingers are long and lean and the palm small, then the limbs are long, but the trunk small. The hands run to fingers; the body runs to limbs.

The lean, knotty, long-fingered hand belongs to a lean, wiry active man, while the short-fingered plump hand belongs to a plodding home-loving, shrewd man.

The hand of a man with a mental-nervous temperament is usually thin, light, active, generally artistic, the fingers being sometimes thin and pointed. The owner is a dreamer rather than a worker. When this hand is firm and clearly cut, when it is flexible and yet strong, for its size, then it is the hand of a very capable person, a leader and useful worker.

The muscles of the hands and forearms are a wonderful combination of mechanism directly connected with the brain. Frenchmen could not talk without their hands, public speakers use theirs. The actions of the muscles tell many of the emotions of the mind, but they are not to be compared with the face and head in indicating the character and abilities. The muscles are controlled by the mind and even as the mind directs every nerve of the muscles to produce the sound which we call vocal expression of thought, it directs also the muscles of our limbs, shoulders, etc. to express thought through motion. This latter modus of expression is more developed in the races of the south and the far East.

## HOW WE REVEAL OURSELVES

*We reveal our innermost selves as we smile and laugh, as we speak, as we walk.*

**As we smile and laugh.** When at home and among our friends where we have nothing to conceal, we smile unguardedly and natur-

ally. Laughter reveals the soul more than speech. If the tongue lies, the laugh will contradict it.

The laugh that shows the teeth and throws back the head is free, honest, open and tells of a generous and social nature.

We laugh in all vowels, from the boisterous "ha ha," the full "ho ho," the snickering "he he," to the grunting "ugh." The "he" is secretive and conservative. It may be envious and jealous and is always disagreeable. The throat laugh, "ha" is a murderous laugh and brutal. Indian warriors use it when scalping their foes. In the laugh of criminals there is a jarring cry like that of the jackal, the bark of the wolf, or the laugh of the hyena. Some men are never able to laugh, but only to sniff, titter or snigger from the throat upward.

If there is something *disagreeable* about the *smile and laugh* there is also something disagreeable about the person.

A mirthful smile draws the lips up at the corners, a silly smile draws them up too much. A friendly smile elongates both lips equally and draws them neither up nor down.

The smile that draws the lips down at the corners,—the smiles of envy, treachery and cunning,—show a negative disposition. The smiles of cruelty and selfishness are shown by an indraw of the lips, making them into a thin, curved line.

A *real smile* lights up the whole face. It springs into the eyes, smoothes out the eyebrows, ripples down the cheeks, expands the lips, draws up the chin, and seems to enlarge the whole body, lightening every movement. It is the reverse of a frown, which contracts and draws down every feature of the face. The frown is the sign of pain, pain contracts. The smile is the sign of pleasure and pleasure expands.

Smiles and laughter condone to health, pleasure and virtue. Frowns and hard tones tend to shorten life and make it less worth living.

**As we talk.** A voice is a good guide to character. When the voice is strong, there is some kind of power behind it. When the voice is clear, there is some kind of clearness behind it.



There are three qualities about the voice—pitch, timbre, and loudness. The average pitch of the voice corresponds with the height of the brain; the timbre with the emotional parts of the character; the loudness or fullness with the physical forces. The boys' voice is shrill and harsh until the advent of manhood, when the voice breaks and becomes deeper and fuller, owing to the added activity of the brain and the forces of manhood.

A voice too highly pitched or too loud grates on people's nerves. A man's voice if too deep and always in a rolling bass, tells of strong passions, much animal feeling and selfishness. It may be accompanied by great energy of character but its owner requires more sympathy and kindly feeling. When the voice of a man is too high in pitch, and too thin in timbre, the owner of the voice is weak in character and has not enough force. He may strut and fume, become very indignant or he may talk a good deal of what he will do, but he cannot do much when his qualities are called to the test. Middle tones are the most harmonious, even tempered and well balanced.

The voice is influenced first by the general character, second by the present state of the mind. It is not necessary to understand a man's language in order to know what mental faculties are expressed. Love, anger, warning, argument, pleading, mirth, song, business, and command, have each their own tones, and these are common to all languages. Gestures and tones form a universal speech.

A man acquires a voice in accord with his most active faculties. The auctioneer introduces his "going, going, gone" into an after-dinner speech. He cannot help it. The logician and mathematician expresses himself by dimensions and sequences, and makes each syllable a step toward the final demonstrations; his tones are those of a lecture room and he talks as if writing every sentence. The soldier, lawyer, physician and preacher have each their voice and manner proclaiming their respective professions.

**As we walk.** Some people walk with a spring, going up and down several inches with each step. These have many "ups and downs" through life; are full spirited today and down-hearted tomorrow.

Some people walk like ducks. They are social, lovers of home. They care for substantial things. Plenty to eat, warm clothing, comfortable surroundings. They have no further ambition. They live for their bodies, not for their minds.

Some throw their feet heavily on the floor. As a rule, people with this walk are straightforward and honest and have nothing to conceal. They are cool workers, blunt but kind and generous. They have no tact, hurt their friends unintentionally. It is a walk that indicates lack of mental and physical culture.

Some walk with little steps. They tread softly. By nature they are small minded and selfish, making much fuss about nothing and easily angered. They will make the slightest action of yours an excuse to withdraw a favor or urge a claim. They balance on their feet but will never carry the world with them.

Some wriggle along. No free movement of the limbs. They knock their heels together and wear out their trousers at the ankles. They are not worthy of much confidence. They wriggle morally, procrastinate, and are generally mean.

Some shuffle along. The feet are not lifted clear off the ground. Every third or fourth step, the foot catches the ground and is pushed forward. They stumble mostly through life, lacking ambition. They are of the earth, no high-brained clear-faced person walks with a shuffle.

Some throw their legs before them and drop on their heels. They always lift the body forward with the leg that is left behind. There is waste of action. Persons of this walk take action before they are ready. They act at the wrong time, and get where they have no business to be. They try to grasp more than they can hold.

The cautious man carries the body well forward, the whole weight being on the foremost leg. They see just where to place the next foot, before they bring it forward. When they cannot see their way, they feel it. They are prudent men, conservative, saving in money matters and reserved in speech.

Each set of faculties has its distinctive walk. Ambition turns the toes slightly outward and gives a free swinging movement to



the limbs and a high carriage to the head. An indolent walk is the sign of an empty head, and of a weak character. Little penny-wise people turn their toes inward and wear the inner part of their boot-heel first. Generous people throw their weight outward and wear out the outer side of their boots. People who are fond of appreciation give a strut to their walk.

Vain people throw back their shoulders and display linen and jewelry. They walk as if they had to produce some effect. They are self-conscious and think the eyes of the world are upon them. Their step is short and there is a kind of bounce to it. Their very walk irritates us. Self-esteem throws the head back and the chin up.

The benevolent and religious people throw the head forward, the neck and shoulders going with it, while the thinker throws the head forward, leaving the body erect.

The firm man of conscience and dignity walks erect with an easy stride. His foot comes to the front all at once. The weight will fall along the central lines of the foot, neither inside or outside, neither heel nor toe. The movements of the leg are evenly distributed along the limb. A person with this walk can go a long way without fatigue. The easiest walk goes with the most useful character

A gliding walk reveals a secretive sly nature, the man with this walk will surmise your secret, but will not reveal his own. American Indians and Asiatic thugs have this walk. It is also the walk of beasts of prey. They steal along on the balls of their feet.

Listen to this advice from "Success" Magazine: "Look to your walk. It has more to do with your success or failure than you perhaps dream of. Don't slouch. Don't wobble. Don't shuffle. Don't strut. Walk like a man who is determined to play a man's part in life, with head erect and feet planted firmly on the ground."

The distinctions of character are not really in the feet, but are indicated by what the owner does with them. Sometimes the owner does not know what to do with them. The vulgar, self-important, man puts his feet on the mantel shelf. The fop will exhibit his boots on all occasions. A conceited man admires his leg and foot and twists it about continually for effect. He does not care for others

and is satisfied with himself. It is a sign of vanity to thrust a neat foot forward when at rest. The generous, well balanced mind does not study fashion or appearances in detail except on state occasions. Everything about him is large, so are his well worn boots. He stands not as if on needles, but patient, well set on the ground, steady and ready. A firm walk denotes self-control as well as power. When he does not care what noise he makes he feels independent.

In conclusion: Size up your buyer scientifically; taking into consideration his general make-up, temperament, the shape of his head, his face, the nose, mouth, chin, eyes, his hand, the quality and health signs, his walk, his voice, his smile and laugh. As for guarding what you reveal of yourself to the buyer, the only safe rule is to *make sure of a straight and upright inner life*. Then you dare look the whole buying public squarely in the face, and let every customer read you for himself.

"People seldom improve when they have no other model  
but themselves to copy after."

—Goldsmith



### QUESTIONS

1. Why should you judge a man's head by its shape and not by its size?
2. Describe the method by which the skull accomodates itself to the growth of the brain.
3. In what part of the head are the intellectual faculties located?
4. What is shown by the chart, page 155?
5. Describe the location of the animal and selfish propensities.
6. Where are the social propensities located?
7. Describe the four stories of the intellectual faculties.
8. What is indicated by the prominence of any certain part of the head?
9. What does a flatness of any certain part of the head indicate?
10. What is the greatest difficulty in reading character by the face?
11. How may we recognize the kinds of capacity that are dominant, moderate or minor in the face of another?
12. Give the central features of the three natural divisions of the face.
13. What do the eyes reveal?
14. What is indicated by the nose?
15. Describe the pure Greek nose and tell how its owner should be approached.
16. Describe the Commercial Roman nose and how to present your proposition to its owner.
17. What does the mouth express?
18. Compare the mouth with turned up corners with the mouth with turned down corners.
19. Explain the three qualities of the voice and give an example of the character indicated.
20. How do we reveal ourselves?

#### Written exercise for this lesson.

Give a review of the walk as an indication of character.

Give a synopsis of what you have learned from this lesson.

NOTES



## NOTES

## NOTES



## NOTES

## LESSON XIII

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### KNOWLEDGE OF QUALITY AND VALUE OF GOODS

It is absolutely necessary that the salesman have a thorough knowledge of the quality and value of the goods he is presenting. Knowing a line does not consist in merely having a speaking acquaintance with it, but to be so thoroughly posted in the line and its merits as to be able to draw attention to qualities that otherwise might pass unnoticed; in knowing it so well that, having perfect confidence in it, you are able to inspire confidence in others.

Knowledge of the selling points enables the salesman to eliminate from his vocabulary the stereotyped phrases used by second and third rate salesman.

A clear explanation of the leading facts about any one element of an article may be sufficient to cause its sale. Each line has its own particular elements, use, construction, history, finish, style, durability, comparative prices, etc. All should be familiar to the salesman and should constitute a reserve force to be used when needed.

The salesman should know the varied and fullest uses of the goods he is handling. Some of them may be new to the customer, even though it may be an article in common use. He should know the construction of the article. If it is an article of common use, he should know its points of superiority, if any, in construction, over other articles of the same kind, and be able to point them out to the customer. He should know how it is put together and the kind of material that enters into its construction, whether it be cloth, wearing apparel, machinery, or any other article that is manufactured.

A history of the product or article he is handling, from the raw material through the process of construction to its present perfect



condition, is interesting, and to be able to tell it well is often the means of securing a new and permanent customer.

If the salesman is selling cotton goods, he should know that growing cotton is one of the most beautiful of all growing crops. If he cannot visit the gin, the spinner, the dyer, and the looms, he should at least read about them and become posted. He should be able to weave in the biography of the inventor, producer, publisher or author, if his article is such as to have any of them as a background. We like to take into account the personal element, and to have the deeds of our fellowmen recounted and if given at all interestingly, it is always entertaining.

We enjoy the story of Studebaker, and his unimportant and humble blacksmith shop where he laid the foundation for his factories. Oliver and his little plow foundry that gave to the country his great shops, and Oliver, the writer and inventor of the typewriter that bears his name. The fascinating story of Hopkins, the writer and editor, inventor of several remarkable adding machines. The story of the country blacksmith and his crying baby, for whose comfort he forged the first safety pin, etc. A living energizing story is wrapped in every package and attached to every kind of mechanism, a narrative of sacrifice, suffering, success and sometimes of well earned wealth. Whatever the line there is always some interesting history connected with it.

It is a well known maxim that it is equally as important to know your competitor's goods as to be well posted on your own.

The salesman should know as much about his competitive lines as is possible; how they compare in price, construction, durability, etc., and be able to draw attention to points of excellence in his own line, always being careful to make truthful statements only. He must know the nature of his competition, because he will be forced to meet it. Therefore he must take it into consideration and get all the information he can from every source.

The salesman must know the advantages of his line, in what manner the customer will be benefitted, whether it is more suited to his needs or trade, be more profitable, etc.

## ANALYSIS

There are four phases for consideration in connection with the knowledge of quality and value of goods, which we will proceed to analyze. They are:

<b>Phases for Consideration</b>	{	<b>The Article</b>
		<b>The Buyer</b>
		<b>Competition</b>
		<b>The surrounding conditions</b>

Taking them in turn we will begin by analyzing:—

<b>The Article</b>	{	<b>Its History</b>
		<b>Its purpose</b>
		<b>Its competition</b>
		<b>Its values</b>
		<b>Its comparative advantages</b>
		<b>The exclusive advantages</b>

We have shown you that the salesman should be able to demonstrate that he can discuss not only intelligently but educationally every phase of the article as outlined in the foregoing. But in order to do this, study on his part will be required. This knowledge can frequently be gained at first hand, but more often through conversation or reading. Many a sale has been closed because the salesman was able to tell the prospective buyer some new point regarding the article which the buyer instantly perceived to be true. The acceptance of the one fact necessarily influenced the acceptance of the other statements, which the buyer may or may not know to be true, but having acquired confidence by knowledge of the article the salesman more easily creates desire.

<b>The Buyer</b>	{	<b>His stated requirements</b>
		<b>His actual needs</b>
		<b>His attitude—sincerity</b>
		<b>His practical, sentimental and social sides</b>

You judge from the buyer's statements either oral or written what his requirements may be. Your knowledge of that particular



business may lead you to believe that his actual needs are not in strict accordance with his *stated* requirements. This often calls for the exercise of the highest judgment and tact.

The prices of many articles are based upon quantity and having given a man figures covering a large quantity, it is a much more difficult proposition to secure favorable consideration on the smaller quantity, which the buyer really had in mind in the beginning.

One of the cardinal rules should be to find out at the earliest possible moment exactly the extent of his requirements.

The attitude and sincerity of the buyer depends largely upon the kind of sale. In retail selling, statements can generally be accepted more nearly on their face value. The same applies to specialty selling. The wholesale buyer or purchasing agent comes to know all the tricks of the trade and adds a few of his own.

As we have learned in the previous lessons, buyers are differently constructed. Some may be appealed to through their practical business instincts, others through their sentimental or social sides.

Competition	{	Extent of competition
		Points of superiority—yours
		Points of superiority—the other fellow's
		Defects—yours
		Defects—the other fellow's
		What mention to make of competition voluntarily or replying to the customer's statements

It may be impossible to know *as much* about your competitor's goods as your own, but it is wonderful what a stock of information may be accumulated along these lines if you will take advantage of every opportunity, either in your conversation, your travels, your reading, or otherwise to ascertain and carefully note what your competitor is doing. In this respect, the statements and reports of buyers must be carefully considered and a considerable amount marked off "for depreciation." The tendency of some buyers seems to be to misrepresent conditions.

You should know your principal competitors and consider their goods in two ways; first, in what respect is their product better than yours? second, in what respect is it inferior? By bearing these in mind in your conversation and travels, you will be able to pick up a good many points which can be advantageously used in the conduct of the sale. You will, of course, not omit dwelling upon your points of superiority. It is equally necessary to be able to refute arguments which tend to show to the advantage of the other fellow.

Sometimes it is well to admit the truth of such a claim, but you can more than overcome that by proving the superiority of your article in other numerous phases.

It is a much disputed question as to what mention to make voluntarily in reference to competition. It will be safe to confine yourself along lines you know to be correct, but do not single out any competitor as a target for your criticism. This often causes a desire on the part of the buyer to personally investigate and even if he does not buy the other article, it will at least postpone the sale of yours.

When the buyer brings to your attention claims in reference to a competing concern, that is the time to offset them. This business of simply waving them aside by stating, "Of course, the Jones Company makes a very good automobile, but I want to call your attention particularly to our, etc. etc.," is a little behind the times. Most buyers are "wise" on this point. If a buyer is sufficiently posted to bring up such a point as this, you ought to be sufficiently posted to dispose of it.

Always bear in mind, however, that your arguments and your criticisms should be made only in an impersonal way. Not because it is the Jones Company or the Baby Grand Automobile, but because of weakness in their policy or their product.

Surrounding Conditions	{	Present outlook in the trade
		Future prospects in the trade
		More than one person to convince
		Desirability from a credit standpoint
		Non-desirability due to sharp practices

In reference to surrounding conditions: If you are well posted by reading trade papers, every one of which contains reference to



several lines of business, you will know approximately the present condition of your line. You can get a very good idea as to the future by discussing this with those who have had successful experiences. One cannot always judge the future correctly, even after the most careful study, but he is certainly less apt to go wrong than by jumping at conclusions.

It is well to find out in the beginning in a tactful and diplomatic way whether the ostensible buyer has the power to purchase, and if so, if he intends calling in assistance to arrive at his decision. You might just as well talk to two or three together, as to talk to them separately and it not only saves time, but enables you to be more enthusiastic.

Always keep on the alert for any information, relative to the credit standing of the buyer. He might have been perfectly good last month, but not good today.

It behooves you to keep on the watch to see that the buyer does not use sharp practice. Many a buyer has discovered that some salesmen are so sincere and honest that they lay themselves open in this respect, and he accordingly takes advantage of them. It might be well to be "as harmless as a dove, but as wise as a serpent."

## SELECTING THE ARTICLE OR PROPOSITION TO BE SOLD

Too many salesmen merely look for a position and disregard the vital point of looking for an opportunity for growth. In selecting the article or line to be handled, it is imperative that it be an article of such character as will fit into your make-up, your experiences, your ideas and training, because if you select an article you are not qualified to handle, you will not make a success. While on the other hand if you are careful in selecting an article to sell, so that you can warm up to it and become enthusiastic about it, you will have no difficulty in transferring a portion of your enthusiasm to your prospect. If you are not in thorough accord with the goods you handle or the proposition you have to sell you cannot possibly expect the man on the other side to be.

If you have passed all your life in the city, you could not reasonably expect to make the success handling farm machinery that the

man would who had passed a portion of his life on a farm, because you would be out of your environment and would have no knowledge of farm life or the farmer's requirements.

If you have always been enthusiastic about machinery, electrical appliances, etc., you would do better to select an article of this kind than to undertake to handle dry goods, or books, and so on. Select the article or line that you like and can enthuse over.

If you are miserable away from home, you had better select the retail line, which will permit of your living at home. If you like travel, and do not mind discomforts, you can make a success on the road provided you have a line with which you are in sympathy, and are willing to work and follow the rules of the game as laid down by those who have given the subject most careful consideration and have accurately and scientifically worked out modern methods of Salesmanship.

Whether your line is a single specialty or a general line, do not tempt failure by neglecting to learn all you possibly can about it. Do not be satisfied with knowing its stock number and price, but know the where, when and how of its growth and manufacture. The more you know, the more you can sell, and so contribute, not to the chance of your failure, but to the certainty of success.

Without this knowledge you cannot properly present your line; with it, you are in possession of the first requisite to do so.

## KNOWLEDGE OF THE VALUE OF TIME

Knowledge of the value of time	{ Commercial
	{ Educational
	{ Waste
	{ Talent put with it

**Commercial.** "Time is money." But is it? It all depends upon what one does during the time he is able to work, to think. There is the same number of hours and minutes in a day for each of us. One man can make hundreds of dollars every day, while another can get only twenty-five cents an hour. For the idler, the



tramp, and the man who spends all he earns as fast as he earns it, time has no commercial value.

When a man is selling a hundred thousand dollars worth of goods a year, he thinks and writes in big figures. His own salary of a thousand or fifteen hundred a year seems unimportant.

The only way for a man to make time valuable to himself commercially is to stop and consider "What does my salary amount to each hour?" "How many of these hour earnings do I save each day, and how many do I spend?" "Am I wasting my time and strength and money on investments that bring me no return?" "Am I defrauding my employer by wasting the time he pays me for and thus retarding my advancement to a larger salary?" If he has contracted extravagant habits and spends his money as fast as he gets it, it is time for him to "take stock" and rid himself of this objectionable trait. We repeat, "there is the same number of hours and minutes in a day for each of us." Are you making the most of them?

**Educational.** The educational value of time should have very careful consideration. You should realize by this time that "knowledge is power," that it is "capital" easily obtained, by improving the time at your disposal. One can always have handy good reading for spare moments. If you can get one new idea out of half an hour that would otherwise be lost, it is worth while.

If you find yourself with no reading and nothing to be observed that will add to your store of knowledge, you can at least *think* about something you *have read*, instead of letting your mind idly wander. Plan something. Keep your mind busy with things that count.

**Waste.** The waste of time! Did you ever stop to think what a prodigious waste of time is going on all about you? Men who would not think of spending a penny foolishly, waste hours and days without a thought. Let us point out some of the ways in which time is wasted.

One great waste of time and brain power is reading cheap, trashy literature, if it can be called literature.

Another is lying in bed until late in the morning. Eight hours sleep is a great plenty for any full-grown well man, more than he actually needs.

Staying out nights, having a "good time," wasting your vitality as well as your time.

Dawdling around instead of going right at a thing and doing it.

Putting off until some other time what could just as well be done at once.

"Do it Now," if you want to save time.

Trying to succeed with a line of work that is not congenial, when you could just as well stir yourself and get something to do that you could put your whole heart and soul into. Worrying about things you cannot help; if the matter can be remedied, go to work and remedy it; if it cannot, what is the use wasting time worrying about it. There is absolutely no excuse for worry.

Thinking Fear is another waste of time. Take your courage by the nape of the neck and tell him he must brace up and get you where you want to be.

Watch out for the waste of time. Fortunes can be made out of the time that is wasted.

**Talent put with time.** The commercial world is, just now, long on time and short on talent. To illustrate: We have heard of a man by the name of J. P. Morgan. He is a good-sized, able-bodied man and could probably get two dollars a day packing goods or handling freight. His talent as a salesman brings him in twenty-four dollars a minute. So you see the value of time depends entirely upon the amount of talent you have put with it. How and where can I get the talent? You have it. It is given to every normal man, woman and child, born of civilized parents. If you ever bought or sold a dollars worth of goods or "swapped knives," you have exercised it.

Make the most of the talents you possess. You have all the time there is; improve it, and you will need help from no one.



## KNOWLEDGE OF THE VALUE OF MONEY

A practical knowledge of the value of money concerns self, therefore it must be considered.

Knowledge of the value of Money	{	As a medium of exchange
		As an earning partner
		As a basis of credit
		As a social factor

**As a medium of exchange.** This is its first mission, the original purpose for which it was created; to do away with the necessity of barter and exchange of bulky commodities, one for another. Of itself, gold is of little use to mankind; it is neither food, drink nor raiment, yet we all want it because it can be exchanged for every necessity, every comfort, every luxury that contributes to bodily comfort.

A knowledge of how to spend money is equally as important as is the knowledge of how to earn it. Every dollar or dime with which you part should be considered in the light of an investment, and money should only be invested where it will do you or others the most good. We cannot enumerate further than to say that all things which are necessary to your health, comfort, mental and spiritual advancement, are good investments. Money spent in the gratification of passion and appetite upon yourself and useless boon companions, is worse than wasted; better to have scattered it in the streets or highways; someone might, perhaps, pick up a few of the coins and exchange them for real needs.

All men, to be at their best during hours of labor, must have hours of rest, recreation and amusement. Some find these in the home, other seek the opera, the club or other public gatherings. Money paid out in this way is often a wise investment, as is the money one must pay for the use of a room and bed, in order to secure a night's rest.

Good food and good clothes are among the wise investments; they add to a man's attractions, help inspire the confidence of others and by thus aiding him in making sales bring back many times their original cost.

When tempted to make a purchase, stop a moment and consider. Ask yourself a few questions, "Do I really need it? Will its possession help me to earn more than its first cost? Is it offered at its true value?" All kinds of wearing apparel and food are purchased so frequently that you should be an expert judge of their quality and value.

Traveling salesmen are noted as free spenders; as a class they are optimistic; they can see big earnings in the future, and by comparison the few dollars in their pocket seem paltry. They are intensely sympathetic as well as social. If they were not they could not be good salesmen. It costs money to be sociable and it is bestowed with equal lavishness when their sympathies are aroused by misfortune or distress.

The salesman, whether wholesale, retail or special, can save if he will call to his aid judgment and knowledge and map out a course to be followed, call on will power and persistence to see that there is no deviation or cessation from the plan or course decided upon. "Once adjust the pegs to a ten dollar monthly economy and it saves itself without being missed."

Observation proves that only a small percent of successful salesmen stand prosperity or benefit by it, as the following story told by a successful salesman will testify.

"It was my first year on the road, selling goods on commission; the sales manager had impressed very forcibly upon my mind how essential it was for me to have two or three weeks expense money on hand to draw on at all times, in case I should get into poor territory, I would have enough to tide me over. After I had been at work nearly a month, a young man of about my own age joined the force. He was a bright, clear-cut well-dressed fellow, full of enthusiasm; his first week's commission amounted to some sixty odd dollars. Encouraged by this success, he ordered a suit of clothes of a local tailor, paying \$50.00 for the same. Later he visited a jewelry store, and looked at several watches. The next week his success was equally as good, and Saturday, after receiving his commission, getting his suit, he went to the jeweler, and having had such good success the preceding two weeks, concluded to get a better case than the one the jeweler had in stock. He paid \$50 down on a



purchase of \$80, the jeweler promising to have the new case, with his initials engraved thereon, on hand the last of the following week. The next week he failed to make a sale; the following week had no better success and out of money and discouraged, he went to the jeweler and received \$35 out of the \$50 paid, bought a ticket for home and is today, through the aid of his father-in-law, running a small country store. He had no bad habits, but lacked energy and confidence in his ability TO DO. He had the elements, which, if developed, would have made of him a successful business man. Success was his; had he saved his money and studied and analyzed himself. Two weeks' failure should not have discouraged him because he demonstrated that he could make money. But his desire to spend money so easily earned was the cause of his downfall."

Not only the traveling man, but the clerk, book-keeper, and men in all other positions, are liable to contract extravagant habits and spend their salaries or commissions as fast as made, finally getting into a rut that, as the years go on, is worn deeper and deeper.

So when you are tempted to part with your money, remember this diagram:

Before making a purchase, call on	{ Judgment Knowledge Will Power Persistence
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**As an earning partner.** Every dollar you can save over and above what is needed to feed and clothe you, can be made to earn five, ten, and sometimes as much as fifty cents a year. Out at interest it will earn you five or ten cents; working with you as a partner, that is, invested in goods which you are selling again, it can be made to double its value each year. Money at interest or wisely invested is earning for you, while you rest and while you play. A few thousand dollars will earn as much, net, each year as could an able bodied man. By saving or wisely investing your earnings you can have one or more of these silent, inexpensive partners working for you all the time.

**As a basis of credit.** Any young man of known honesty and ability with a cash capital of \$1,000 commands a credit of a thousand

often two thousand, more. So that the first thousand he saves practically amounts to two or three times that amount when the young man sets up in business for himself. This ratio of credit capital, and cash capital is usually maintained to whatever amount he may acquire.

**As a social factor.** We need not cite any proof to show the power of money here. We all know the prominent citizen is usually wealthy. Wealth alone will not open all doors to its possessor, but there are many men fitted by nature and education for a social life, from which they are barred by lack of money; they have not the wealth to enable them to dress and entertain on the prescribed scale.

To take any position of social standing we must be able to dress well, live in houses adapted to "our standard" and the higher this standard, the higher will be the expense to maintain it.

**How to obtain it.** The money you want and must get is now in the possession of others; for we do not expect our students to search for the material hidden in the earth from which it is coined. How are you to get it? There is only one sure and right way; make yourself so valuable as a salesman that those who have it will give it to you for the use of your time and talent.

Then commence Monday morning and work until Saturday night and "confine your expenditures to the size of your pocket-book," with something left over for your bank account.

"The darkest hour in the history of any young man is when he sits down to study how to get money without honestly earning it."  
—Horace Greeley

## QUESTIONS

1. Why is a thorough knowledge of the quality and value of the goods he sells absolutely necessary to the salesman?
2. Explain why a salesman should know the nature of his competition, and the quality and value of his competitor's goods.
3. Give the leading points in which the salesman's knowledge of the article should be complete.



4. What should the salesman's stock of information concerning competition include?
5. Why should the salesman find out the extent of the buyer's requirements before giving a price based on a large quantity?
6. What information regarding the surrounding conditions should the salesman be on the watch for?
7. Why should the salesman learn before making his demonstration whether he has more than one person to convince?
8. Why is it important that the salesman sell an article or line that is in harmony with his make-up and experience?
9. How is the commercial value of one's time determined?
10. Explain how the educational value of spare time may be realized.
11. Give some of the ways in which time may be unprofitably employed.
12. Explain the difference between the man who earns only two dollars per day, and the one who earns many times that amount.
13. Why is a knowledge of how to spend money as important as a knowledge of how to earn it?
14. Why are good food, clothes, reading and recreations wise investments?
15. Explain how money saved may become a silent earning partner.
16. Name the four apprentices whose assistance will help you to invest your earnings wisely.
17. Give the ratio of credit capital commanded by cash capital if a man is known to be honest.
18. Why is money a social factor?
19. What is the one sure and right way for a man to obtain money?
20. Give the quotation from Horace Greeley at the close of this lesson.

**Written Exercise for this lesson.**

Give the history of the manufacture and the advantages of one of the following articles or lines, which you are supposed to be selling: Paper, Cash Register, Knit Underwear, Shoes, Typewriter, Mattresses and Bedding, Farm Machinery.

NOTES



## NOTES

NOTES



## NOTES

## LESSON XIV

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### PERSONAL MAGNETISM

What is Personal Magnetism? Why are we drawn to some people more than others? We want to know what it was that enabled Henry Ward Beecher to quell the London mob; Why the name of James G. Blaine set men wild with applause; Why it was that Dwight L. Moody's personality alone seemed to create within the mind of the whole congregation the desire to live a better life; Why do we sit spell-bound, allowing conviction to steal upon us, while listening to and watching such living exponents of magnetism? It is because they possess the power of concentration and force of character that attracts others; the power to persuade and influence the minds of others; Personal Magnetism.

From the right thinking mind radiates thought. To a right thinking mind gravitates thought.

Chemists tell us that a single grain of radium continues to throw out heat and light with a force so great as to stagger belief, and that without apparent diminution.

May not the right thinking mind send forth its messages with the same force? It can and does. This subtle current of thought vibration projected forth from the human mind constitutes Personal Magnetism.

Some persons possess this power naturally, but it can be cultivated more or less by everyone. To be magnetic you must be conscious of health and strength and have the power to concentrate your thoughts where you will. You must possess certain traits of character, bearing the stamp of universal approval, before you can touch the chord in human hearts whose vibration produces tones in harmony with those which sound from your own.



Have you ever noticed that your mental and physical state influenced others? Have you ever been among a company of people where there seemed to be no life, conversation seemed to lag, and a general atmosphere of depression prevailed? Another person full of buoyant spirits, friendly and jolly, joined the company. Almost immediately you felt the different atmosphere, conversation became animated and a general air of good fellowship took the place of the former depression. What made the difference? The new comer had the power of personal magnetism. His cheerful buoyant positive character influenced all the others.

Do you doubt the power of cheerfulness? Let us tell you that we know that the country store keeper looks forward for weeks and months to the coming of the breezy jolly traveling salesman, who not only gets the orders for the house, but leaves an atmosphere of hope and cheerfulness behind him which brightens the store for days.

Doesn't the sunny-faced retail salesman attract more customers and sell more goods than the sad-eyed one who is pondering over his own troubles? Of course he does, and we all know that he is more valuable to his employer.

We do not tell you to put on a smile just for the purpose of selling goods. We know that if you attempted it, the smile called up would be sickly. We hate the counterfeit smile or the habitual grin that some salesmen assume and for that reason we have tried to instill within your mind pure thought, right motives and a *genuine* regard for your fellow men. These will stamp your face with the expression that attracts without any effort of your conscious mind.

Acquire all the cheerfulness you can. Wherever you are, wherever you go, sow it broadcast. You will reap an abundant harvest. All doors are wide open to the sunny-faced man and he will be invited to enter where the sober-faced or gloomy individual has to fight his way.

Cheerfulness attracts others; it is contagious and it is an absolute necessity to Personal Magnetism. Perfect health is also a necessity if you would acquire this power, Personal Magnetism,

which not only attracts people to you, but enables you to persuade, to influence them to believe as you believe and to do what you want them to do.

There is nothing mysterious about personal magnetism; yet it is an elusive subject for definition, because it may be any of a number of characteristics. Although it fascinates, it is not a hypnotic power, but a natural or acquired charm of manner. Now it is a sunny disposition, manifesting itself in pleasant words and a cheerful countenance; again it is good fellowship in its best sense, mixing of the right sort; it is good manners, but not affectation; it is saying things that please, but it is not obvious flattery; it is striking responsive chords; now it is intense earnestness, now joviality; or it may be a well modulated voice, soulfulness, animation—it may be any or all of these qualities that effect what is called personal magnetism.

We should say that tact, knowledge, confidence, enthusiasm and force, are the base of personal magnetism. Tact will indicate what to say or do; knowledge how to say or do it; while confidence, enthusiasm and force, will give it due effectiveness. Good manners, not mere etiquette or urbanity, will develop personal magnetism.

But we are not so much concerned with a definition of personal magnetism, as in what will develop it. A natural propensity for any of the traits mentioned is a great advantage for any one desiring to acquire this valuable adjunct to salesmanship; nevertheless, the absence of such aptitudes should not discourage one from making the effort to develop them, especially when we remember the success of others in overcoming seemingly impossible handicaps. Webster's first attempt at public speaking was a pronounced failure; while Lord Beaconsfield's maiden speech in Parliament was smothered with derisive laughter.

Study men, their temperaments, moods and predilections, thereby securing the key to their character; apply the knowledge gained, and develop any natural aptitude that may be honorably useful in pleasing them. This can be accomplished by persistent effort. If inclined to cheerfulness, cultivate it; if lugubrious, turn it into an earnest and dignified manner, devoid of hauteur and condescension; if talented as a raconteur, improve yourself, but don't become



a bore, or negligent of business, by telling stories all the time. Work along the lines suggested, and personal magnetism will be developed.

We like to hear about ourselves; therefore we should talk to our customers about what concerns and interests them, for they are "chips of the same block." Find out something about the career or penchant of a merchant; post yourself on the matter and if you have any gift of speech, you will charm him.

Speak with intelligence to a man about a subject which interests him and you will exercise over him an influence akin to personal magnetism.

Personal magnetism has queer angles. A person may wield a strong influence upon one man, yet fail with another.

We can neutralize attractive qualities by talking too much about our own affairs, however interesting they may be to us.

Intense sincerity and earnestness in any cause are potent factors in personal magnetism, for enthusiasm, whether in pulpit, rostrum, or salesroom, kindles the fires of the heart. Therefore, emulate the example of the salesman who declared that he had his greatest success when "crazy about his line," meaning that when surcharged with an intense faith in his proposition, his enthusiasm swept away all opposition.

The key to Successful Salesmanship is the power to persuade; to influence the customer's minds, not in the vulgar sense of persuading another for his detriment and your own gain, but in dealings which are mutually beneficial.

### EXERCISES IN AUTO-SUGGESTION

Suggestion to self is the mighty force that propels us on our way through life.

We know that water continually flowing over the same course has a tendency to deepen and broaden its channel. Repeated auto-suggestions along positive lines deepen the positive avenues of the brain, and their continued repetition makes it easier to keep in subjection the negative qualities.

An ambitious salesman arranges to start out on his trip the following day, suggesting to himself: "I will succeed." This suggestion formulates itself into a picture. A panoramic view passes before the conscious mind and is recorded upon the tablets of the sub-conscious mind. He sees the various towns along the route and the customers to be visited. The methods of procedure with the first man to be visited are arranged and recorded in logical order.

He suggests the thought, "I will awake in the morning, feeling bright and clear." "I will work harder tomorrow than I have ever worked before." "I will meet everyone with a feeling of good will."

These suggestions are all recorded in the brain cells, and assist him in attaining his desire in proportion to the degree of thought he exerts.

To procure the best results you must formulate these suggestions you give to self in a manner that will bring you to the goal you desire to reach.

We believe that every normal man pictures as his goal "a round in the ladder of success." It may be fame, fortune or the accumulation of a competency sufficient for himself and family.

That you may work along lines of the least resistance, we give the following outline and suggestions which, if followed will bring to you greater success and assist you in every laudable undertaking.

**I will succeed.**

**I will awaken tomorrow feeling GOOD.**

**I will go through the day doing my work  
BETTER than I have done it before.**

**I will meet EVERYONE with a feeling of good  
will.**

While you should at all times, as opportunity presents itself give to yourself positive suggestions, we have found that the best time is when retiring for the night. You are, as a rule, alone with your thoughts and can more easily concentrate upon the subject



in hand, and by drawing a mental picture of the objects or purposes you wish to accomplish, shape your thoughts to that end, thus deepening the positive avenues of the mind and storing away in the brain cells added or developed strength.

"I will succeed." This sentence should be given to self with a force that *admits of no defeat*, keeping before you the mental picture of the "cherished goal." Speak aloud or not, as you choose, calling yourself by name; "(John), you *will* succeed, you *will* attain your desire; all the organs of your body will work in perfect harmony with one another to assist in the accomplishment of your purpose. *You will succeed.*"

Continue giving to self, suggestions of this nature for a moment or more, believing *absolutely* in what you are saying, never doubting your ability TO DO.

Now, take the next sentence: "I will awaken tomorrow feeling good." "(John) you *will* awaken in the morning, feeling good. (John) you *will* awaken in the morning feeling bright and clear. All the organs of your body will work in perfect harmony, each performing its proper function. When you wake in the morning, all Nature will be alive to assist you in the accomplishment of your purpose; you will awaken feeling *bright and clear*. *You will succeed*. Every organ will work to assist in the accomplishment of your desire."

Take the next sentence: "I will go through the day doing my work better than I have done it before". "(John) you *will* go through the day doing your work better than you have done it before. To attain greater success, you *must* perform your work each day better than the day before. *You will succeed*. You will awaken in the morning feeling bright and clear. (John) you *will* do your work better than you have done it before. *Success is yours*. YOU WILL SUCCEED."

Now, take the last sentence, which is by no means the least "I will meet *everyone* with a feeling of good will." "(John) you will meet everyone on the morrow with a feeling of *good will*. You will awaken feeling *good*. You will do everything to be done *better than before*, and why shouldn't you have a feeling of good fellow-

ship for all mankind, meeting each one you know, or desire to know with a sincere feeling of good fellowship and *good will*. You will see the good in each, you will give to each a cheery greeting, a warm hand-clasp; *you will succeed*. Your cherished desires will be attained (John). *You will Succeed*. (John) YOU WILL AWAKEN IN THE MORNING, FEELING BRIGHT AND CLEAR. (JOHN) YOU WILL DO YOUR WORK BETTER THAN YOU HAVE DONE IT BEFORE. (John) YOU WILL MEET EVERYONE WITH A FEELING OF GOOD WILL. SUCCESS IS YOURS, YOU WILL SUCCEED."

You have devoted five minutes or more to the concentration of your mind upon these thoughts and sentences. We would advise working slowly, giving more time as the work progresses. It is better to spend but a few moments of time at the start, increasing each night as you feel that you are gaining in power. If you are convinced of the power of prayer, ask Him who rules the universe to help and strengthen you.

We would advise that the formulated thoughts you wish to use be transferred to paper that you may quickly recall your mind to action should it waver and take up other thoughts. "Suggestion gains force by repetition." A suggestion, which passes you without much attention or consideration when first made, will gain both attention and consideration from you if it be repeated sufficiently often and in the right manner:

In the morning, as soon as you awaken, immediately suggest to self: (John) you are feeling *fine*. (John) *you will succeed*. (John) you *will* do your work today *better* than you have done it before. (John) you will meet *everyone* with a feeling of GOOD WILL."

Continue these suggestions, or those of a similar nature, until you have stimulated within yourself a feeling of cheerfulness. Then, ARISE, GO FORTH! and put into action the suggestions you have given yourself.

Use the formula we have given, or arrange one you think will better suit your needs. Write it on a card. Carry this card in your pocket; *refer to it frequently during the day*. Let every sentence be given to self with a feeling that admits of *no defeat*. Each suggestion given means the development of stronger "*Will*."



Again, before retiring, take yourself in hand, *always calling yourself by name*. Continue this night after night, day after day, until the sentences are so firmly imbedded upon the tablets of your mind that you can bring them before you at will and see them as though they were illuminated sentences standing out before you.

Believe *absolutely* in your ability to accomplish your undertakings. With the gradual development of these positive qualities you desire to strengthen, you will each night be able to take a retrospective view of the day just past and say to self: "(John) you are a stronger and better man; you are accomplishing your purpose. **YOU WILL SUCCEED.**"

We will say to you that if you do follow out the suggestions given with a feeling of confidence that admits of no defeat, you will develop and accomplish your desires in proportion to your *ability* to attain. Many men attain comparative success in life without knowing why or how they succeed, and yet, if these same men worked to develop themselves along scientific lines, their success would be greater. There is absolutely no limit to man's development.

We have reached the point where you must begin to think and act for yourself, and if you throw the whole power of your mind into your work, you will change the course of your life for the better, develop the positive qualities and look at life from a different viewpoint.

That you may clearly understand our method of using Suggestion, we will illustrate with the positive quality Confidence, as this particular apprentice is the hardest to keep up to a high standard.

What we say regarding the development of Confidence may be applied to all qualities you wish to develop, except that the wording should be changed to suit the quality you are developing. You cannot tell when you will be compelled to take in hand one or more of your apprentices and urge them forward with advice along these lines.

When occasion arises, immediately throw yourself into a mental attitude of commanding someone. Begin by talking to this other man, who is you, yourself, calling him by your name and saying

“(John) you have *every confidence* in yourself; you *know* you can accomplish what you have undertaken; you have confidence in your ability; *you WILL succeed.*”

Repeat these, or other suggestions, over and over again, saying the words slowly with all the feeling at your command. *Think what each sentence means to you*, keeping constantly before you that other self, calling him by *your* name frequently. Continue these suggestions until you feel that you have stimulated a feeling of greater confidence in self.

Acquire this habit, shaping your sentences into positive suggestions. *We know whereof we speak.* If you follow this plan you will have the satisfaction of feeling that you have a stronger grip on the possibilities of life.

All men work along these lines and are either conscious or unconscious of the fact that they are giving themselves suggestions. It is for this reason that we urge you in your development of yourself to be conscious of the fact that every time you give yourself a positive suggestion, it is developing within you a stronger personality.

Every quality you develop must be handled in this way. You can very easily shape positive sentences to assist you in the higher development of each of your apprentices.

“Every man who wishes to develop his success forces should sit in the privacy of his own room, secure from interruption for at least five or ten minutes each day shutting out the cares and perplexities of every day life and letting the great harmony of nature’s universe flow through his cleared mind and thus gain renewed strength and energy. There must be no thoughts of discouragement or other negative thoughts.”

In suggesting to self, we have found that the best results are to be obtained by drawing a mental image of oneself, picturing the man which is *self*, possessed of all the qualities and faculties, and seeing this person, which is *self*, standing out before us as vividly as any friend whom we might call to mind.

When giving a suggestion with this other self standing before you, always call him by your name, *hurling at him* the suggestions



you wish to give *with positive force*. You will find that with a little practice you can instantly bring before you this other self.

You have often heard men accused of repeating some false statement or story until they actually believe it. The charge was probably true, and demonstrates the power of auto-suggestion. Men, accused of crime, knowing themselves to be innocent, often come to believe themselves guilty when all around believe and declare them to be so.

Men have become great who never suspected they possessed the elements of greatness until repeatedly assured by others that they were endowed with qualities which make great men.

There is a prevalent and well authenticated belief that many famous orators, statesmen and preachers would never have had their names enrolled in the book of fame had not some fond mother or loving wife discovered the germ by the aid of the magnifying glasses through which they looked, and by constantly picturing to the loved one what they saw led him to believe the portrait was true to life.

Unfortunately, we are not all surrounded by friends and loved ones alert to discover within us the germ of greatness and picture it to us in developed form, but we are always with our better self, and whatever character qualities we wish to possess we may acquire by auto-suggestion, by constantly repeating to ourselves that we do have it and that we ARE what we have determined to be.

Every emotion will pass, if you refuse it expression. If you are subject to evil passions, acquire good ones. They will oust the evil. When evil ideas come, think of something else. Use auto-suggestion.

You cannot feel miserable while constantly declaring to yourself "I am happy, I am jolly." You cannot well neglect your work or your duties while repeating to yourself and to others: "I am always prompt, on hand to the minute, undertaking instantly whatever task I meet or decide to do."

If you know now, while reading these words, that you are inclined to procrastinate, you may become prompt within a month by keeping ever before your vision the reminder, "DO IT NOW," and acting in accordance with the suggestions received.

The record blanks furnished you in these lessons are for the purpose of making your auto-suggestions more forceful. Putting into words or writing any thought or statement, gives it greater force. People are often moved to tears by the words they use in telling others of their misfortunes.

A man may have an amusing story in mind but he is not moved to laughter until he puts it into words. The force and reality of the words uttered by himself will usually so intensify thought that he is moved to lead in the laugh which comes in the sequence.

Write down your determination and resolution to practice Energy, for example. Every time you do so, this element is strengthened. Repeat to yourself often "(John), you are a man of *purpose*, you can accomplish it; *you are doing it now*." Every time you make this statement, this element grows stronger. The quality in you is larger and this process is called "self culture by auto-suggestion."

In this course of study are many statements that are repeated again and again in succeeding lessons. That is one way of teaching, and for you the way to learn by Suggestion.

## THE BUSINESS VALUE OF FRIENDS

Did you ever stop to consider or estimate the business value of a friend? Perhaps, not, for true friendship is not based upon the commercial value of its object. Nevertheless, our friends have, or may have, a money value for us, and the aggregate value must depend upon the number we possess. Each one is on the alert to secure a remunerative position for us, is working for our advancement and promotion and quick to give us the first hint of opportunity or to admonish us of danger, and equally as prompt to bestow approval and recommendation when merited.

Everywhere these *friends* are working for us. When a man is wanted, if we are qualified and they know the work to be congenial, they suggest our name; not only suggest, but demand the place for us, if in a position to do so. When our character is assailed they defend our motives and acts, attracting new friends to our standard by the earnestness of their defense.



The faculty of making friends, the disposition and power to retain them, are strong factors in the promotion of the salesman. Customers will go a long way to trade with the salesmen whom they feel are friends to be trusted. To the man with the "grip" their possession is almost always a presage of success. If he can include, as he should, every employe of the house, it gives him confidence; he knows he will receive from them every tip they deem of interest to him.

By honest dealings, by showing an interest in others' welfare, by exercising the same faculties that made friends of his brother salesmen, he has made a personal friend of each one of his customers. If the interval between visits proves to be long and the retailer needs additional stock, he will send his order direct to his friend, the salesman, instead of sending it to the house. The house cannot dispense with him, or if they do, or should fail, he can carry his trade with him to another firm, assured of employment, with an annual salary that would have been considered a fortune thirty years ago.

Keep all the friends you have; get more; the porter, cash boy, every one of your fellow salesmen, and those above you in authority; then commence on customers and outsiders. If you are a merchant secure the friendship of your employes, your competitors, your rivals. But in whatever position you may occupy make friends and keep them.

With the help of enough friends you can acquire anything and everything you really desire, for your individual desires seek only to grasp that which the "still, small voice" within truly tells you is attainable. We do not wish to fly or attempt to lift a piledriver that weighs a ton or more.

It was said of Abe Lincoln when he was first nominated that "he had nothing but friends." It was true; but just "friends" placed him in the most exalted position to which a citizen of our country can aspire. There are on record thousands of acts and incidents to show that individually and collectively this man loved the people, always considering others' interests before his own. And what a character is his! Through the quality of mercy and brotherly love it approached that of the Godlike.

Remember this: There are none so humble but that they may aspire to, and claim friendship of the great; there are none so great that they can afford to despise the friendship of the lowly.

Time will surely bring you friends; they constitute your business capital—your assets—inspire public confidence and bring success. "How then," you inquire, "shall I set about to make friends?" They are both made and retained by the exercise of TACT, and if you do not possess it you must acquire it; its growth and development is rooted in a desire to please. Study the people with whom you come in contact, make a mental memorandum of their "tender or sore" spots, and be careful to avoid touching them. If you have learned to read character, you know something of their ambitions, pride in work done or in qualities they deem themselves possessed of. Praise their wares if you would make them your friends.

All our previous lessons on the formation of character lead up to this: Rid yourself of objectionable and disagreeable manners, cultivate the winning qualities, and prove yourself a true friend to all whose friendship you win. "The only way to have a friend is to be one."

"The friends thou hast and their adoption tried, grapple them  
to thy soul with hooks of steel."

—Shakespeare



### QUESTIONS

1. Define Personal Magnetism and state the qualities necessary to a magnetic personality.
2. What personal advantage is derived from habitual cheerfulness?
3. What influence has genuine cheerfulness on the power of personal magnetism?
4. How may this valuable adjunct to salesmanship, Personal Magnetism, be developed.
5. Why is it that a person may wield a strong influence upon one man and yet fail with another?
6. What, then, is the key to Successful Salesmanship?
7. How may the negative qualities be kept in subjection?
8. Give the four positive suggestions in the outline that will assist you in every commendable undertaking.
9. When is the best time for giving suggestions to self and why?
10. How long should one continue to give himself auto-suggestion on any formula of sentences?
11. Give the method of using suggestion in the cultivation of self-confidence.
12. What do we assert will be the result of following the plan of giving ourselves positive suggestions as outlined?
13. How may one become prompt if inclined to procrastinate?
14. How does making friends benefit the salesman and why?
15. Whom should the traveling salesman include in his list of friends?
16. How are friends secured?
17. What was it placed Abraham Lincoln in the most exalted position to which a citizen of this country can aspire?
18. What are you advised to remember regarding the friendship of the great and the lowly?
19. Give the summing up of all the previous lessons on the formation of character.
20. Give the thought expressed in the quotation from Shakespeare?

#### Written exercise for this lesson.

Give an instance that has come under your own observation showing the radiation and gravitation of thought, or:—one showing the power of Personal Magnetism.

Give yourself positive suggestions as directed for one week on some quality you would like to develop and report the result.

NOTES



## NOTES

## NOTES



## NOTES

## LESSON XV

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### THE WHOLESALE SALESMAN

#### Applying for a Position

Bear in mind, when applying for a position, that you are contemplating "a sale." The sale of your service and ability, and that the steps to a sale attract attention, inspire confidence, and create desire, must be followed in this instance as in any other sale, whether you make your application by correspondence or in person, or both.

In making application for a position by correspondence, the first requisite for attracting attention is of course the appearance and composition of your letter. It should be written in a clear firm hand, or typewritten, written preferred, as the handwriting shows something of the character of the writer, and it is quite necessary that a wholesale salesman write a clear legible hand in making out orders, etc. Spelling and grammar should be correct. It should not be too long, but long enough to give the important information about yourself necessary to convince the person to whom you are making the application of your ability to fill the position satisfactorily.

The wording of this letter should be original, but the form should comply with that in general use in business correspondence: Your own address and the date on the upper right hand side of the



sheet; below at the left the name and address of the firm to whom you are applying. Thus:

Rochester, Minn., July 6, 1912.

Chicago Mat Board Co.,  
666 Washington Blvd.  
Chicago, Ill.

Gentlemen:—

Then follows the body of the letter. First your reason for addressing your application to them. This would include whatever information you had for inferring their immediate or future need of a salesman. Second, your qualifications for the position, stating age, experience with their line, if any. (If you have had no experience, it is best not to mention it but affirm your confidence in your ability to get business for them.) If you have knowledge of their line or certain territory, state exactly what this knowledge is and how obtained. Give present occupation and reference. Third, close by thanking them for their attention to the letter and asking for a favorable reply and signing the letter,

Yours respectfully,

Street address  
City, State.

You should always ask for a personal interview, provided you are situated so that you can take advantage of a personal interview. If this is granted, it is a step taken towards securing the position because it shows that you have succeeded in attracting attention and if you have followed the advice given in this lesson, you should be capable of demonstrating satisfactorily, in a personal interview, your qualifications for the position.

Should you get no reply to your first letter, write again, reiterating your desire for the position, and ability to fill it satisfactorily, and your request for a personal interview.

When seeking a position as salesman, select a house that handles a line of goods that appeals to you, that you have a preference for, or are familiar with, if possible. Then make up your mind that you are going to get a position and "go after it," and do not let up

until you get it. When you have got it, make up your mind thoroughly that you are going to "make good." Then do it, by "not stopping until you arrive."

Do not be afraid to tackle any line that appeals to you whether you are familiar with the goods or not. If you have no knowledge of the line, you can be posting yourself while the application is in abeyance, but you should be sure to post yourself thoroughly before you start out to sell.

Choose a responsible house. They are always on the lookout for good salesmen, and if you can convince them that you are the man they are looking for, the position is yours.

In the novelty or specialty line, many get-rich-quick schemes are promulgated and salesmen advertised for, often a deposit on the samples is asked. Glittering prospects are held out of large commissions, big sales, etc., but it is possible that the salesman may find at the end of several months of hard work that the bubble has exploded, and he is richer in experience only, or some other means have been resorted to to beat him out of his commission.

If you are contemplating making application for positions advertised, it is best to first make a thorough investigation of the financial standing, business integrity and reputation for honesty, and fair dealing of the concern, before going further.

You may make application to several houses at the same time. If there is more than one opening, you have an opportunity of choosing the one that appeals to you most. In answering an advertisement for salesmen, when the line of goods is not specified and you have no way of determining what the line is, state in your application that you have no knowledge as to the line, but that you have confidence in your ability to sell any legitimate line successfully and if they will give you the opportunity you will demonstrate to their entire satisfaction your ability to get the business.

When you succeed in gaining a personal interview, do not be afraid to assert yourself. You have no business to make application for a position, unless you have confidence in your ability to fill it, and personal power sufficient to impress on the employer's mind that he needs you. This is the gist of the whole matter, to



convince the man to whom you are making application that you are the one man for the place, and how can you convince him if you do not feel that way yourself?

By having an intense enthusiasm regarding the proposition and showing energetic, aggressive interest, he receives that impression and naturally has the same feelings toward you.

Once you have secured an appointment for a personal interview do not delay, see your man at his earliest convenience. This shows him that you are prompt to grasp every opportunity. Introduce yourself promptly, giving the particulars of the appointment. Do not allow yourself to show awkwardness or timidity—eliminate everything personal but the fact that you are the man for the position and you are going to get it.

**References.** In applying for a position, it is well to have first class references as to your character and general ability. If you have had actual experience and have demonstrated your ability and are seeking to form a new connection for the purpose of changing your line or bettering your position you should be prepared to offer as reference the house you are working for. This carries more weight than any other reference. You should always state in the application your reason for desiring to make the change.

Never throw up a position simply because you are trying to get a better one. Stick to what you have until you are certain that you have something better suited to your make up or environment, and in which you feel that you can make a greater success.

Should you lose your position through no fault of your own, be sure to get a letter from your employer, stating why your connection with him has been severed. This keeps your record clear; a very important item if you should ever require the services of a bonding company. Bonding companies are very particular to have a clear record of a man's *personal character*, as they guarantee his honesty to his employer, and will not do so unless they have something on which to base their guaranty.

Be sure to have your reference confirm definitely the statements you wish to make to your prospective employer.

Before asking a business man or friend to allow you to give him as reference you should find out definitely what his opinion of you is and what knowledge of your ability, character, etc., he possesses, for no matter what his own standing may be if he knows nothing definitely about you his recommendation would be of little value. Before giving any man as reference you should first consult him personally and arrange the details of the information you wish him to give.

Secure a direct letter to your prospective employer, from some person, or persons, who know him, either personally or in a business way, if possible. If your personality comes up to the mark, it adds the clinching argument in your favor and will usually get you the position. The Fall is the best time for making a change from one line or house to another, because it is at this time that houses who employ salesmen, by the year, are looking around for new men to supply any vacancy or necessary change in their selling force.

**Contracts.** A contract is an agreement between two parties stipulating what services are to be preformed by one party, and the compensation for such service to be given by the other party. Before signing a contract, always be sure that you understand it thoroughly and agree to its terms. Business houses usually have printed forms ready to be filled out with name, terms, etc., for it is customary for them to dictate the terms of the agreement. A great many times a contract may be unnecessary and again it may be of the utmost importance when you are associating yourself with a new firm. In the case of a commission, or salary and commission agreement it is especially important, and should state specifically the amount of salary you are to receive, or salary and commission, territory to be covered, credit for mail orders in your territory, expense account and time covered by contract, with clause for annulling the same upon specified notice given by either party.

Remember that employers are entitled to consideration, as well as salesmen. But you are justified in making as good terms for yourself as you can and taking precautions to protect your own interests.



No reliable house will take advantage of its salesmen, they are of too vital importance to their business. Still as you have come to an agreement it is perfectly proper to ask in a tactful way for some form of contract that will show the amount of salary, or salary and commission, you are to receive, and no responsible house will think the less of you for it.

Having accepted an agreement and signed it, endeavor to live up to your part of the contract, and if necessary to terminate your connection with the house, do so only on the terms provided for in the contract.

### RELATION OF SALESMAN TO HOUSE

The Manager of a wholesale house is looking for the man who has a definite idea of what he wants to do; he knows that the man who is well educated and has decided that he will follow a commercial life, is the most satisfactory help that can be secured. To get thoroughly honest, reliable and efficient help is his constant study.

Note the kind of help this manager of a wholesale house is looking for.

"In my experience of engaging and using help I find many young men are afraid to tell the truth. The first question I want to ask an applicant is, are you honest? I do not refer to the handling of money; the word HONEST covers your time and talent, your loyalty and candor. I said to a young man who had just failed to make a sale, 'You are afraid to tell the truth. You're afraid that your employer would not like it, or that you could not make the sale. If you had been strictly honest, the chances are that you would have won the confidence of the customer, made the sale, and satisfied your employer.' I want a young man who, if he makes a mistake, is not afraid to say so; is honest enough to step up and tell of it. A business house loses very little money through the mistakes that are made, provided they are known and rectified at once. I do not expect any young man to work for me who will not make mistakes, but I do expect him to make such mistakes known to me at once, and not come to me saying, 'I know I made a mistake, but thought it would come out all right.' When you

make a mistake, report it immediately; if all the young men today would do that, they would save their employers in the aggregate hundreds of thousands of dollars each year. The one who has the courage and honesty to do it, is on the road to promotion."

As a rule the first employment offered a beginner in a wholesale house is a position as office boy. In that position he becomes acquainted, through the mailing of the correspondence, with the customers of the firm. To the office boy is often assigned the duty of taking around the statements each month and making collections. In doing this work a bright young man will make it a chance to sell a few goods; when he leaves the statement or collects an account, he has a good opportunity to ask the customer if there is anything more that is needed. If he follows this custom he will soon learn how to bring in orders and, by showing ability to sell goods, ten chances to one he will, just from starting in that small way, become in time a regular salesman for the house.

A man who failed in his own business—failed because he had no previous knowledge or experience in the line of trade he had undertaken, applied to a wholesale house for a position as office boy. The manager hesitated about giving him the work—thought him worthy of something better. The applicant stated that they would soon find out what he was fitted for and could advance him when they thought best for their own interests. At the end of twelve months he was a traveling salesman at a salary of \$1,200 per year.

Of three young men who commenced as office boys, one is today credit man for a large wholesale house, another is on the road as salesman, and a third is vice-president of the firm that first employed him. Every business man can name many such examples.

A beginner in the shipping room has a good opportunity to learn the business. He is in a position to familiarize himself with the names and all the different classes of goods handled. When you become too valuable in the shipping room, by having made the most of the opportunities offered you for becoming thoroughly posted, you are selected for the sales department. The first six months the beginner is expected to learn the business of the firm in a general way. By the end of the first year, if he has applied himself, he becomes familiar with the different kinds of goods and their



prices, and by the end of the second year he should know both thoroughly, and be competent to fill a position as salesman, either in the house or on the road.

The office boy, shipping clerk or subordinate employe in any department should not be afraid to ask questions. If he does not understand how to do the work which has been assigned him or that he sees needs doing, he should ask, and not go ahead and do it when in *doubt* as to how it should be done; he should go to the *head of his department*, where he will be correctly informed, and not to the next employe above him.

The first few months, or possibly a year, according to the work an employe has to do, he has a perfect right to ask any and all questions he sees fit. The employer who has the right interest in the welfare of his own business will take particular pains to answer all questions where his employes seek *necessary information*.

The secret of advancement, of ultimate success, is to feel a personal interest in the welfare of the house with which you are connected. Think and speak of it as "our house;" regard all its interests as your own. An individual interest *felt* towards your house will prompt an *exercise* of such interest; you will be on the alert to do whatever is needed to be done. If a man adjoining you neglects his stock, leaves undone that which you know should be done, you will, in a quiet unostentatious way, do it yourself or see that it is done. You will not hesitate even to do work that properly belongs to the porter, should occasion demand it. There are some young men who entertain the idea that they would belittle themselves by lending a hand to do work of a lower grade than that offered in the position they occupy.

Any young man who feels that he is depreciating himself by doing any honest labor about the house is not made of the right stuff or has imbibed wrong ideas of true manliness.

Many employes fail to advance because they do not want to do any more work than they have to. The wall that blocks their progress to promotion is called "That's not my work." Everything that needs doing is your work; and if you are forced to do extra work

by doing that of the man above you or leaving it undone, do it, and console yourself with the reflection that it is well for you to know how, as you will soon be called upon to take his place.

The salary usually paid a beginner is \$25 per month. It will be increased as soon and as often as you demonstrate your disposition and ability to earn more, but you must remember "those who never do any more than they are paid for, never get paid for any more than they do." Do not cherish the thought that months or years of service with the house entitles you to increase of salary or promotion; *advancement depends not on time, but upon ability and willingness to do more work and earn more money than your present position affords.*

Listen to the opinion of the afore-mentioned manager regarding "work":

"If I were restricted to the printing of one word on the guide-board pointing to success, that word would be **WORK**; if I were allowed a sentence, I would repeat—**WORK**; and if I were permitted to use a paragraph, I could not embody in it, the good advice to be found in the one word, **WORK**. It is a shield that wards off bad habits, vicious companions and injurious introspection; it keeps one happy while doing, offers the pleasure of rest and promise of comforts. Ask a hundred prominent men how they won fame, each in their respective fields, or, that many millionaires how they won such fortunes, they will answer, **Work**—by hard work; earnest, persistent work."

While the work of the traveling salesman and that of the house salesman differ in some respects, their object is the same. Consequently many of the suggestions given can be applied to both of them.

The energetic salesman, the man who is always busy, always alert and active to the interests of his house and his customers, is a very welcome and valuable factor in *any* combination. His every action inspires the confidence of his employers, as well as that of his patrons and of those to whom he is seeking to introduce his wares. This confidence, secured by him, will be one of his most



valuable assets assuring him of the hearty support of his house and the respect and friendship of all those brought through his efforts into business relations with it.

When you go out on the road to take up the practical part of your work, you will be known as the representative, or let us say, the "representation" of your house. If you are cleanly in person and language, courteous and agreeable to all, industrious and energetic in your work and well informed as to all parts of it, you will present a good strong picture of your institution; you will impress upon all with whom you come in contact the idea that its character and standing are such that any one having business relations with it can be assured of clean, honorable treatment at its hands.

There is a natural temptation to side with a customer against the house when differences arise. Experienced salesmen seldom fall into this error, because they realize that the customer's confidence in the salesman—in his wares—and in his house, is the strongest factor in securing business. In this age of keen, vigorous, increasing competition, business is largely founded upon confidence and good faith, and the salesman is weakening one of his surest elements of success in indulging in criticism against his house. One of the principal assets of any large jobbing enterprise is an efficient organization, which usually requires time and much patient experimenting to perfect. A proper *esprit de corps* is essential, and is rightfully expected of each member of the organization.

The salesman, backed up by and joining in this spirit of co-operation and reciprocation, will be able to secure the exclusive sale of his goods to the best dealers who are open to his particular line, and the motto, "Once a customer, always a customer," which is desired by so many and attained by so few, can be placed upon the banner of his house.

The salesman's personal relations with the members of his house should always be pleasant and without friction. He should show proper respect for the person and opinion of his employer and sales manager. Be interested in whatever concerns the house, and businesslike in all his relations with it.

## RELATION OF SALESMAN AND CREDIT MAN

Nearly every large wholesale house has a credit man, whose business it is to determine the amount of credit each customer of the house is entitled to and the desirability of new accounts.

There is a psychological difference between the two callings that is irreconcilable. The condition of mind that solicits an order, puts forth every artifice and argument to secure the favor of a buyer and persuade him, not only that he needs the goods but the particular ones displayed, must necessarily be different from the frame of mind which conservatively and calculatingly measures the consequences of shipping the goods; the one represents the enthusiasm of successful effort, the other the prudence arising from the memory of many doubtful ventures.

It is reasonable that the salesman working with tireless energy to increase his sales, and the credit man watching unceasingly to keep losses at a minimum, should hold at times widely divergent views as to the responsibility or desirability of certain accounts.

Their interests, however, are so interwoven it is highly desirable that the utmost harmony should prevail. The credit man should always be willing to explain his reasons for declining an account, or for any line of policy adopted in regard to it, to write letters soliciting new trade, or mollifying dissatisfied customers and should never hesitate to reverse a decision when presented with evidence that his first conclusion was founded on erroneous data.

The salesman can be of valuable assistance by giving every scrap of information concerning a customer—his habits, keenness as a buyer, excellence as a stock keeper, ability as a collector, standing in the community, family difficulties, notable eccentricities, and rumors as to outside ventures. Much of this information may be of passing moment, and again it may suggest a lead bringing about a quiet investigation, resulting in safeguarding important interests.

Make your standing with the credit department thorough and cordial. Let every report you make bear the earmark of honesty, and painstaking investigation. No other man can do so much to make or mar your success as can the credit man.



Never quarrel with the credit department. Thoroughly realize that it always has, and always will, stand nearer the head of the house than you ever can in your present position. It is quite common for a salesman to send in a "rush" order. "Ship at once; this man is perfectly good." How good? How much stock? Outstandings? Real estate? Insurance? Mercantile debts? Incumbrances on real estate? Bank indebtedness? Volume of business? Past-due indebtedness? To act intelligibly the credit man must have this information, else he is surrendering his duties to one to whom no responsibility for their proper performance is attached. It is true many merchants hesitate to reveal their business affairs to salesmen, chiefly from fear that it may come to the knowledge of competitors, or others not entitled to it, but it is never amiss to suggest that the house will most likely ask for detailed information; however, the custom is universal nowadays of giving a signed property statement to the house from whom a merchant is obtaining a line of credit. The custom is right from every point of view; no man would expect to borrow a sum of money from his bank without security or showing of his condition. Jobbing credit is similar to bank credit, the difference being the exaction of a slightly higher rate of interest in the way of profit on the goods because of the greater risk involved.

If you represent a house that has no credit man, you must to a certain extent act in that capacity. The house usually furnishes pocket editions of commercial reports that are valuable for ascertaining a man's commercial rating, but these should not be depended on entirely. Conditions may have changed since the report was published. So it is best to ascertain from the house before starting out, the conditions of the accounts of the customers you are expected to call on, and the amount of credit the house is willing to give them.

Before calling upon new customers, it is well to make inquiries into their reputation for paying their bills and the present state of their finances, whether they have money in the bank or other available property, etc., or you may find after you have put in your time making the sale that the house refuses to accept the order. This would completely shut you off from any future business with the customer when he might be in better standing and willing to give you an order. It is as much the salesman's business to maintain

harmony and pleasant relations between himself, the house, and the customer, as it is to sell goods.

### ADVICE TO BEGINNERS

As the house salesman in the wholesale portion, or the department head or clerk in the retail store, our new road salesman may have had confidence in himself, his firm and his merchandise. His has been the easy part of the game. Heretofore all persons with whom he has in past days done business have sought him out—first, because they wanted to buy; second, because they wanted him to wait upon them or because he was assigned to. Now the situation is reversed. The shoe is on the other foot. You now go out to make a buyer out of one (retail merchant) whom, when he is on his own estate, is above all things else a seller. Your aim is to instill into the storekeepers you visit a desire for the wares you represent. Three-fourths of all the merchants you meet will tell you they have all the merchandise they want for the next six months; half of the other quarter will endeavor to convey to you the idea that they can see no merit in either your house or your wares; the remaining one-eighth will be the nucleus around which you are to draw a successful business.

If ever a man needed confidence and courage 'tis the new beginner on the road. Thoroughly *know your line*, and you will find yourself more amused than dismayed by some of the attacks that will be made upon your merchandise. Remember, knowledge on any subject is power, and knowledge pleasantly and firmly imparted will always command respect. Therefore the need becomes apparent of having at your tongue's end all details and points of merit your wares possess.

The first act of a new salesman should be a thorough and complete acquaintance with the territory he is to make, learning it as we did our geography and history in early school days. Make yourself familiar with every town on your line and the standing of every merchant in each town. Do not trust too much to memory, for she is a treacherous jade and plays many false cards. Have your vest-pocket memo-book; record everything you wish to remember.



Have your route laid out to the best possible advantage; avoid night work as much as possible; endeavor to be punctual in the making of your trip, advising desirable customers and merchants by personal letter of your coming; use all the advertising facilities of your house and the energies of its correspondence department to help you build up your trade; develop and demonstrate a system concise and complete in bringing yourself and your house before the trade you seek. Advertising in this manner brings to the commercial traveler his returns as surely as does the newspaper's space to the retailer.

In making your first appearance do not fail to salute and open an acquaintance with the clerks about the store. In saying your farewells and extending your thanks for favors shown, be sure to include them. They can do a great deal to add or detract from the success of your year's sales, and how soon one of them who is filling a minor position today may be raised to a greater one on the morrow, you do not know; and to the traveling man who remembers them with the touch of the glad hand on his periodical rounds will these merchants of tomorrow be sure to extend their favors.

Having made up your list of towns, and merchants on your line, consult with your credit department as to which on your list the house has sold to and still desires to sell to; get the names of those who have not heretofore been among their customers, but are desirable as such; also make a separate list including the names of those dealers to whom your house does not want to sell, adding a memo, stating why.

Your next search for information should take you to the stock man or department manager. Every bit of knowledge he possesses you should seek to absorb. If he is of the right stripe he can do much to aid you in balancing your line of samples, which you should master from the lowest to the highest grades. If a grip line, your task will be easier than that of the man with many trunks full of samples. Whatever you have, arrange it neatly and in relative order. Nothing so exasperates an experienced merchant as to have a salesman waiting upon him who is apparently lost when asked for any special thing in his line.

In the handling of samples, both on the road and in the house care should be taken to avoid too much deterioration from improper

handling or packing. The goods should be shown in as nearly the condition in which they are to be delivered as it is possible to have them. The house salesman is always able to present the actual goods to his customer, whether they are bulky or of a size and kind to permit sampling. In this he has somewhat of an advantage as he can always arrange attractive set displays, which will appeal to the prospective customer.

Be a clean, courteous, persistent man. You are now in the battling game of commercial life; you are learning to estimate human nature and men's motives. Your deductions will not always be correct. Do not let this worry you too much—just enough to avoid repeating the same error. Remember that many of the greatest successes are won only after a series of failures that have taught the lessons needed. You will learn what the world calls diplomacy in the battle of wits and wills which you have entered upon. You will learn to feel the biting sting of disappointment thrust deep into your fondest hopes. You will learn from facial expression to read the trend of men's thoughts upon subjects of wares under discussion.

All this will not be acquired in a day, nor all be learned from winning efforts. The losing turns will give you an education in patience and persistence that will be of incalculable benefit.

Do not be in too much of a hurry to get over your trip. There are good orders run away from every day by salesmen who are making time records. This advice does not mean you can dawdle away your time; you must make every working hour count, and the days even then will not be long enough. Salesmen have had orders curtailed and lines slighted from being too speedy in their plans of traveling. We all make mistakes; the old gray-haired veteran salesman who sat beside you at the breakfast table has made many; the greatest of all is proclaimed by the fact that he is yet on the road. He may still be a success as far as selling goods goes, but he has failed to garner the harvest that he has reaped in past years. You, as a beginner, are in position to avoid this one mistake he has made, if you use your head-piece as you should, you will plan, save, get off and away from the road in fifteen years at the most.

Now, grip in hand, you seek your first customer. If you find



him deeply engaged do not interrupt. A pleasant "Good morning" is needful, but if he shows no inclination to enter into a conversation, quietly drop out and call upon another customer, returning as speedily as you may deem expedient. Should he be engaged with another salesman, do not "butt in." It betrays a lack of courtesy that condemns you in the eyes of at least two men—your associate in trade and your prospective customer. The butting-in habit often seen among traveling men cannot be too strongly condemned. Many a sale that has been worked up almost to the clinching point by a careful and patient toiler has been ruined by the butting-in of an impertinent traveling man. True, there are cases wherein a man may courteously ask the granting of a few moments of a fellow associate's lawful time, but should it be denied by his fellow traveler, he must await a more favorable opportunity.

The traveling salesman, in the performance of his duties, meets with many problems that are peculiar to his work and their correct solution depends, in many instances, entirely upon himself. He cannot always obtain the advice of his house to assist him in reaching a decision as to the action he should take. It is therefore essential that he should be fully informed as to the "policy" of the house in its treatment of similar cases and in the general conduct of its business, so that when he is called upon for a decision he will be able to take into consideration every factor bearing on the case.

### POINTERS

It is always well to tell the buyer that you have the best article on the market in your line, and to make this point strong, you must believe it yourself. A man can always talk more convincingly upon whatever he believes in. The first time you approach him you may not be able to convince the buyer who has been using other lines, but if you will use tact, judgment, and perseverance you may ultimately make him a customer.

Never argue with a customer on religion or politics. Argument rarely changes any man's opinion, and is a great waste of time and energy.

In trying to get a man to change from another house to yours you must be careful not to say anything against your competitor

or his goods. This is strictly a losing move. Always say a good word for the other fellow while you are talking up your line. You will find that this will please your prospective customer for the reason that your competitor may have been and still is, his friend. The day for "knocking" the other salesman's goods and his way of doing business has passed away, and a spirit of helpfulness is rapidly taking the place of that practice.

Do not misrepresent your goods nor make promises you cannot fulfill. Tell your customer the facts, and do not get it into your head that your country buyer does not know anything. You may be successful in fooling him once, but your competitor is watching you and will be certain to fix him so that you cannot repeat it. You know yourself how you feel when you have bought anything and found that it was not as the salesman represented it. You feel aggrieved and will tell your friends how you have been treated.

The golden rule, "Do unto others as you would have them do unto you," is a good one to keep in mind. If you do this you will build up a reputation as a square man and will be certain to succeed. Do not expect to jump into success in a month or a year. You must build yourself as well as your trade; and remember, you are only one of the many traveling salemen, all striving for success.

Do not fail to consider the advantages you can bring to your particular institution by meeting the trade in the right manner. Here more than anywhere else is required tact, courtesy, energy and an accommodating spirit. Your dealings are with many classes of people, each of which may require the application of different methods. The more tactful a salesman can be in this direction the better results he will get.

When your best efforts to effect a sale result in failure, do not be dismayed. Express your pleasure in having been assigned to this trip; tell him your next visit will occur at a certain date and then leave. Always aim to make a good "get-away;" it is a great point scored to leave a good impression. This getting away gracefully and effectively can be studied as an art. Any effort to elaborate on the method would be to enter a field of discussion which would be confusing to the amateur; suffice to say that your greeting if cor-



dial and apparently agreeable, is sufficient reason why you should not (to use the old homily of expression) "wear your welcome out."

Never detain a man with a long-winded discussion or story when you see he is impatient to get a start for somewhere else. Never prolong a pleasant and mutually agreeable discussion a moment after conversation begins to drag. Be a good listener and do not try to hold the big end of the conversation at all times, as you may be fond of doing. Remember the rest of mankind have their peculiarities. Observe, read, think and learn, and in time the full meaning of a good "get-away" will become to you an apparent necessity and an easy task.

On your second trip, again call on this man, who did not buy of you on your first; see him on your third and on all following ones. If he is a customer of your competitor, enlist the aid of your house buyer in hunting up some special article or things to attract him. If he is a bargain hunter, your house buyer can find something that will interest him. Should he be one who is making a stand of high-grade goods, get your best regular lines to the front. In case he should be prejudiced against your house, endeavor in a tactful way to overcome this feeling. Maintain a spirit of genial good nature and seek to establish one of fellowship. Do not take the first "no" for a finality; time alone can teach you how, by gentle persistence, you can in many cases override and overcome a patron's objections, when they are not deep-seated or of serious nature. Time alone can help you to solve many of the dispositions you regularly come in contact with.

Do not contend or quarrel with a possible customer on any "sore point." Apply the healing salve gently and pleasantly, if possible. You have your own opinions and if you are right, retain them; but it does not follow that you need always express them. It does not pay. Speak well of your competitors. If you cannot do it, do not say anything, especially to strangers. The man you dislike and talk about the most may stand best with the man to whom you are talking and to whom you are anxious to sell. A veritable cad would be the man who would assume, himself, the ability to outline for you a chart for the government of all your actions towards your competitors. Policy and common sense demand that you be

on genial terms with them. All the canons of business demand that you allow them to know as little about your affairs as possible, and acquire and conceal all that you honorably can as to theirs. Be no boaster among your fellow traveling men; if you are a success as a salesman, your competitor will find it out first, and your retainment by the house which owns your services will make it apparent to the balance of the world wherein you move.

When you find that you cannot sell to a man do not get discouraged. Remember that you cannot sell to everybody, even if you have the better goods and the lowest price. The explanation of that statement is this: in your line of trade there are just as good men as you, and the houses they represent are trying to excel just as much as yours is. These men have their friends who are going to stay with them, just as you have yours. Occasionally you may lose an old customer to your competitor. When you do, do not feel badly over it, but remember that he has lost some to you, and that turn about is fair play.

Study your failures more carefully than you do your successes. Never allow the failure to effect a sale, cause you to throw up your hands and hunt the hotel lobby for a soft seat, or the bar for courage or consolation. You will make many a town wherein you will effect no sale, but persistency in making those towns, tact and unfailing courtesy will ultimately land your man.

Never abuse a confidence reposed in you by your trade; let every promise made to it be as your bond.

Make yourself indispensable to your firm and to your customers. Try to merit the confidence of both. Study the scientific side of your work and keep up with all the advances in the art of Salesmanship.

Your integrity must be of the highest grade, so that the employer may know that there will be no waste of time, no juggling of his finances through dishonesty in expense accounts.

To sum up: The young man who hopes to succeed must hold to the old and tried principles that have proved a safe guide since the days of our earliest civilization: faithful, hard, energetic work; clean living as to morals, plain living as to diet, the observance of



honesty and integrity in all work and business transactions. Add to these principles the exercise of all the good old-fashioned common sense you possess.

The day you are entrusted with a sample case for the first time, that day you stand face to face with a great opportunity, and we hope you have confidence enough in yourself to bank on your own ability. If you have not this confidence, we urge you to review stamina and optimism, for these qualities are certainly weak. If you would build up a lasting trade, sell honest goods only, and remember that no matter how honest the goods, they will not be disposed of by merely presenting them.

"Nothing so cements and holds together all the parts of a society as faith or credit."  
—Cicero

### QUESTIONS

1. What is the salesman asked to keep in mind when applying for a position?
2. What is the first requisite for attracting attention in a sale of services by correspondence?
3. State the advantages of securing an appointment for a personal interview.
4. What points should the salesman consider in the selection of a house to work for?
5. State the points that should be covered by references and what they should definitely confirm.
6. What should the salesman ascertain before asking a friend or business man to allow his name to be used as reference?
7. Give an explanation of a contract and what a person should do before and after signing it.
8. What kind of men is the manager of a wholesale house looking for?
9. What traits of character are included in the meaning of the word honest?
10. Why should all mistakes made by the salesman be reported at once?
11. State the advantage of beginning as office boy or shipping clerk.
12. State what is absolutely necessary on the part of the salesman to insure his advancement.
13. Explain the effect of a good strong personality in the salesman as a representative of the house.
14. Give an outline of the three important steps to be taken before the new salesman is ready for the road.
15. How should samples be packed and handled?
16. How should the salesman conduct himself towards the merchant, when his best efforts fail to effect a sale?
17. What is said about prolonging a conversation and telling stories?
18. Should you fail to sell a possible customer on your first trip, what course are you advised to pursue on your subsequent trips?
19. What is said about maintaining inviolate the confidence of the trade?



20. Why should one study his failures more carefully than he does his successes?

**Written Exercises for this lesson.**

Make application by correspondence, to the firm of McDonald Bros., Wholesale Crockery and Glassware, Minneapolis, Minn., for the position of traveling salesman, in answer to their newspaper advertisement, "Road Salesman Wanted."

Give a synopsis of "The relation of salesman and credit man."

## NOTES



## NOTES

NOTES



## NOTES

## LESSON XVI

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### LOST SALES

#### Their Causes and Remedy

A salesman is not expected to get the order from everyone on whom he calls, because conditions are frequently such that it is not his fault, but may be attributed to some condition over which he has no control. It is to help those who let sales slip through their fingers without scarcely knowing why, that this lesson is introduced.

To find the causes of lost sales and to enable one to find ways of overcoming the causes it is necessary to make a careful analysis of the factors entering a sale, the salesman, the article, the customer.

Too much stress cannot be placed on the value of the looking backward process, and the man who does it most frequently, most earnestly, and most thoroughly, and follows it with constant effort to strengthen weak places, which he discovers, will make the greatest growth and advancement.

We have all seen salesmen of apparently the same qualifications go into the world of selling and have marveled at the different results they produce. Some seem to make little progress, while others advance rapidly, and we are prompted to ask why this is. We usually find that the former has gotten into some kind of a rut of progression, while the other is wide-awake, makes thorough inquiries into any failure he makes, and puts forth constant effort to improve himself. In this manner he becomes valuable to his firm, is liked in his territory and is a Successful Salesman.

*Service* in business has become a law and the greater service that you can render your customer the higher will be his regard for you, and the more liable you are to secure his permanent business. Study your man, his life, his ambition, his desires, his troubles, his



business, and then with all your might enter into the condition with a view of doing the best for him and for your firm and if there is an order to get, you will get it. Practice patience, and self control, because the business you do not get today you may get tomorrow; cultivate endurance and avoid dissipation because it is necessary to keep up your vitality and mentality to the highest pitch to be able to lead the men, on whom you call, instead of being led by them.

In arranging the outline for analysis of the lost sale, we will follow the law of sale; attention, confidence, desire, in their several relations to the factors in the sale.

We do not claim that the points given will in any sense cover all those that could be raised in connection with the various phases treated, but they will serve to open up a line of thought so that other points may be brought out and analyzed.

### SALESMAN

#### **I failed to meet my appointment.**

You will find busy men very strict on this point, and many good sales have been lost by good salesmen because they failed to keep an appointment. The buyer acts on this ground—that if you are unbusinesslike in keeping an engagement before getting his business you will be even more lax after getting it. He wants to do business with business men.

#### **I did not get a definite idea of my prospect's business methods by sizing up his place of business.**

It is generally found that when the exterior of a man's business place is neat and well cared for the man himself is a wide-awake progressive business man and must be met accordingly. If the exterior is in bad condition, having dull signs, ragged awnings, bad displays in window, etc., the proprietor is slipshod and careless, as well as unprogressive, and must be handled differently from other men. If the store is clean and stocked with good staple articles, well displayed, and if the clerks are bright, courteous people, you know that you will meet an up-to-date business man. Poorly kept stock, easy going clerks, careless methods all speak loudly of the business drone or man out of his place.

The same methods of sizing up a store apply to an office, for a man's environment is usually an expression of himself, and too much care can scarcely be exercised in observing these things in the early part of the approach.

**I had a tendency to be loud and blustering when I came in the door.**

This always annoys the prospect and causes the clerks if any are there, to unduly notice you and make remarks about you. Be full of ginger and business-like, but not stormy.

**My actions were not business-like and they caused my prospect to not care to see me.**

The prospect sizes you up just as soon, and often sooner, than you do him. If he thinks you are not a good business man, he frequently does not care to see you.

**I became too friendly with the clerks, which caused suspicion on the part of the proprietor.**

Many merchants do not want a salesman to visit with their clerks and until you know something of his policy regarding this custom, you had better exercise great caution or the merchant may think you are trying to influence them in favor of your goods, or that you will get information from them that he does not want you to have.

**I improperly sized up my prospect before I approached him.**

This is extremely important. Before you have met your man, you must be able to read him so as to know what kind of talk will be most effective. If you fail in this, you will probably not go beyond the first step in the law of sale.

**I did not observe that my prospect was busy.**

Do not disturb your prospect if he is engaged on something on which he has his attention fixed. He won't give his whole time to you if he is interested in his own affairs at that time.

**I disregarded my prospects mood.**

Many men are moody and must be handled according to their moods. It often occurs that a sale is lost because the salesman



"rubbed the prospect the wrong way." He did not study the man's mood and adapt himself to it.

**I did not have mastery of myself ready for any emergency.**

This is always necessary. You never know just what sort of a reception you may get and it is well to be in perfect control of yourself to meet any sort of treatment.

**Note.** During the first part of the approach a sale is either made or lost by the manner in which the salesman sees the situation. This preliminary observation and preparation for a battle must be speedy, accurate, complete and silent. The greater observation you can develop, the greater will be your faculty to "see things." We frequently look at an article in passing, but only mechanically, and there is little or no mental impression on memory.

**I did not understand my prospect.**

You can make very little progress unless you are a careful student of human nature and thoroughly understand your prospect. Without such knowledge you will say and do things distasteful to him and lose the chance of going farther with your proposition.

**I showed timidity.**

This puts you on the defensive at once. The prospect quickly recognizes your fear and often uses the situation as his guard. He "gets you going" and you are the loser. Have nerve, for you are better acquainted with your line than he is, and he won't hurt you if it comes to the worst.

**I tried to be too friendly with my prospect.**

This never pays. Study your man and only advance as far as his make-up will permit. Some men will let you get much closer to them socially than others. Most shrewd buyers keep the salesman aloof and never accept courtesies from him. Go as far as you can, but know when to stop.

**I talked too much.**

This is a common weakness and must be avoided. Some of the best salesmen have developed a strong personality and by it are able

to make the prospect do the talking. This is a good plan if you can use it.

**I rambled in my talk.**

Stick to your subject. If it becomes necessary to temporarily depart from it to something else in order to regain the interest of your man or to get a new point of attack, do so, but get back to your subject as quickly as you can. It saves time and talk and helps make you a strong business man.

**I did not get at my subject properly.**

Have a definite policy of presenting your subject. You will have to vary your talk and the methods of presentation to conform to local conditions, but you can still cling to a method of procedure that you have found to be of power in selling.

**I talked too rapidly.**

While you may know your subject thoroughly it may be new to your prospect and he cannot follow rapid talk and absorb the valuable points you are giving him. Talk deliberately, naturally, plainly and with force that convinces.

**I used large words and terms that my prospect did not understand.**

In most cases he will not acknowledge that he does not understand you, for he may think it would be an admission of ignorance. However, you can tell by his expression whether he is following you or not, and if he is not, do not go on farther until he does. No use to talk more until your man is familiar with the thoughts you have given him. Clear each point as you go along, and remember that the points your prospect asks questions about are the ones he is interested in.

**I tried to flatter my prospect.**

This is seldom a good plan. The average buyer you have to meet is a hard-headed business man and will not tolerate flattery. There are a few men who really like to be flattered, but be sure of your man before you try it.



**I did not look into my prospect's eyes.**

Always look a man squarely in the eye. A firm, clear-cut look helps wonderfully in winning confidence and interest. This cannot be emphasized too strongly. A salesman who cannot clearly look into the eyes of his prospect and hold them there as long as necessary lacks one of his most powerful means of winning the game.

**My mannerisms were distasteful to my prospect.**

This is frequently the cause of the fall of a salesman. Cultivate a pleasing and gentlemanly manner and do not act the sport or fop. All business men like to do business with salesmen who are full of life and at all times agreeable.

**My personal appearance annoyed the prospect.**

Dress as well as you can afford, but plainly. Avoid loud or flashy features, as they distract the buyer's attention from your proposition and cause him to think ill of you.

**I made mis-statements to my prospect.**

No man wants to do business with a salesman who is not truthful. If you are driven into tight places there are ways of getting out without lying, be tactful, but honest.

**I was too brazen and forward.**

There are plenty of ways to push in and save time without acting the boor about it. Too much "brass" or "gall" will cause a disinterestedness quickly and be the cause of many lost sales.

**I became too intimate while talking and placed my hands on my prospect.**

Few men will stand for this. If you have been successful in getting some interest aroused and then get intimate, you run a big chance of losing all you have gained, and more. Be courteous, but not intimate without having grounds for doing so.

**I tried the confidential plan.**

Life is too short to try this old method of salesmanship.

**I sat on the edge of my prospect's desk.**

Some men do not want a salesman to come into their place of business and take liberties. The salesman who is so lacking in diplomacy as to do this is sure of destroying any interests the man may have. Get as close as is reasonable and decent, however, in order to give the prospect the full force of your personality and positive magnetic force.

**I repeated statements and it wearied my prospect.**

Repetition is sometimes necessary and of great value, but to do so frequently only shows a lack of training and an indefinite plan of presentation. It also frequently indicates a loss of self-control.

**I did not reach the point of contact with my customer.**

Every man has a responsive side to his make-up, and it should be the object of every salesman to find this early in the approach. If you have reached the point of contact you have climbed the greatest barrier you have, so far as the man himself is concerned. If you fail to reach this point of contact, don't blame the man, for he has it, but blame yourself for not having a sufficiently broad knowledge of human nature to discover the prospect's vulnerable point. Find the thing that he rides as his hobby, and ride with him until he has shown his pleasure at your interest in his likes and then gradually bring him to your subject, but not abruptly.

**I did not see the critical moment to display my goods.**

There is a critical time to do this, and it is not well to show them if you have not received a favorable opportunity.

**I was not well posted about my subject.**

If you are not equal to all emergencies the prospect may soon find weak spots in your plan of action, lose confidence in you and then his interest is not obtainable. Be full of your subject so that your very actions and spirit arouse his interest.

**My demonstration was weak.**

No matter what you are selling, if you have gotten attention and are up to a demonstration or explanation of your line, you must



be able to do it in a logical, forceful, convincing manner to get interest.

**My demonstration was not clear.**

How can you expect a man to become interested in something that he does not understand? It is contrary to nature. Be clear and sufficiently deliberate that any one may follow you and understand.

**My demonstration was not well connected.**

This will disconcert a prospect and tend to keep down his interest.

**I did not bring out the strong selling point of my proposition.**

This is more apt to occur to a new man than to an old experienced salesman. After you have been in the selling work for only a comparatively short time, you will gain a self control and a confidence that make it possible to think logically of your subject, and not of yourself and how you are acting or what you are saying.

**I was awkward in my presentation.**

This is overcome readily by experience. Until it is overcome, however, it will be a handicap to your progress.

**I was over-anxious and did not go into my proposition thoroughly.**

This is usually done by new men or those who do not have a complete mastery of self. Get hold of yourself and do not let any points get by without having your prospect thoroughly understand, and then he will be interested. Remember that the old adage, "Haste makes waste" is as true in Salesmanship as in any other line of work.

**In answering objections I was combative.**

This seldom pays. You must fight your case, of course, but you can do so without being combative and "rubbing the buyer the wrong way." If you get the ill-will of the prospect it may be years before you can again bring him to the point of being interested in your article.

**I had a set speech and when it was spoken I was weak in arguments.**

Be original and resourceful. If your house demands a set speech

(very few do) then so master it that it is a part of yourself. Work your talk up so it is smooth and always have reserve arguments in store for emergency.

**I was not enthusiastic about my proposition.**

How can you expect to enthuse others to become interested in what you have to sell if you are not beaming with enthusiasm and are not filled with your subject?

**I did not follow my strong points when I had my prospect interested.**

Such a condition is bad and you alone are to blame if you lose. When you see that a certain line of talk is creating interest, follow it up with renewed determination and force and enthusiasm to ripen the interest into desire. This step is a comparatively simple matter for the wide-awake diplomatic salesman.

**I exaggerated and otherwise misrepresented.**

Never do this. It does not pay. No one desires to buy of a hot-air salesman and most buyers are shrewd enough to see through false statements. Even if they can't, the goods will tell their own story, and a desire for future orders of same will never be realized if you get a first order in this manner.

**I failed to clinch each point as I went along.**

Unless you do this, there will be many chances for an interest to be aroused that will not develop into a desire for your article. You must clinch every step by impressing your prospect and by admissions from him, so that he is gradually and surely being led to desire the article or propositions you are presenting.

**I did not carry my prospect with me through the various steps of my demonstration.**

Always get admissions from your man so that when you come to closing him he cannot back down.

**I could not close the deal.**

This occurs when you have a specially obstinate case or when you are weak in arguments. Be full of stock arguments and if they will not get the order be resourceful so that new arguments may be created



on the spot for the occasion. Closing a sale is the final test of a salesman and is a strong quality to be developed.

**I lacked power of persuasion.**

This faculty is very valuable. It enables you to overcome final objections and bring your prospect's mind over to your views and gets the signed order.

**I did not practice suggestion.**

Suggestion is subtle and powerful. By suggesting features in a sale, or things to do, or plans or means to an end, the prospect rarely fails to make some response to your effort. Be sure the suggestion is positive in its nature and leads toward the final step in the sale.

**I did not urge my prospect to sign the order.**

You will quite often find types of men who have to be urged to sign. They are in a mental state of indecision and need a little force to push them over. In such cases, you will not lose by urging the order onto them and using some strategic means of forcing the signature. There is a strange thing about this sort of a sale in that the prospect is relieved after you have forced him to sign, and he is really glad of it.

**I was weak in arguments.**

Never go out for game unless you are loaded for it. Be so full of talk that convinces, decides, persuades, that you can use one argument after another to storm the battlements until they all crumble down as your trip hammer arguments hit them broadside like heavy artillery shells.

**I failed to recognize the critical moment for closing.**

This has cost many salesmen an order. You must have your pulse on the situation and lead your man so that you can feel his mind working. When he is at the psychological moment, clinch him and then stop.

**I begged for the order.**

Don't be an object of charity—sell something. There is a vast difference between arguing and talking for a sale, and begging for

it. Whenever you begin to introduce personal reasons for wanting an order or in pleading for it, you are putting yourself among the commonplace order-takers, and will be ostracized by real salesmen who gain their business by presenting their goods in such a forceful manner that the prospect wants them and asks for them.

**I did not practice the principles of salesmanship.**

Unless you do this you are not a salesman. Your growth in power and your value to your firm will increase in proportion as you exercise the proper methods.

**I belittled my customer's judgment.**

Seldom, if ever, can you assail the judgment of your buyer. He thinks he is right and if you do not think so, convince him without telling him outright.

## ARTICLE

**I did not make a clear or complete analysis of my article.**

This is very important. The analysis of your article when properly made to your prospect will help to create a desire for it and resolve to buy it. Point out all its strong features on construction, convenience, durability, desirability, saleability, economy, and all other points in a logical, clear and convincing manner, so that your prospect must buy it.

**My prices were too high.**

A man may be interested in your line, but if he thinks your prices are too high, it will destroy a desire for it. All you can do is to talk quality, service, and use any honest strategic means of creating his desire for your article.

**My prospect did not like the line I handled.**

Then it is up to you to point out all the features of advantage or superiority to make him like them and want them. Warm up to him and your purpose, and break down all his barriers.

**Too new on the market.**

You will frequently find that a new article will not sell as readily



as an established one, and it is quite a task to establish a desire for it. Talk of your backing, your purpose, your reliability, and good qualities of product.

**My line was too high-grade.**

Sometimes salesmen carry lines that are so high classed that they only appeal to the best classes of dealers. No use trying to sell a line to a man if you can see that it would be a hard pull for him to dispose of them, for you will not develop your territory by so doing. What you want is repeat orders.

**My prospect's trade called for something else.**

Many dealers much prefer to handle only that which has been advertised and made popular through time and effort. They do not wish to make the necessary effort to create a demand for something new, even if it is better than the established line.

**My buyer did not handle my articles.**

This cuts off your advance unless he could be interested in it sufficiently to take on another line. If he can use it and make some profit, then you are justified in urging it on him.

**My buyer had a similar line that was better.**

This makes a hopeless case and you are simply up against a case where you must resort to all the angles of good salesmanship and possibly through developing a good friendship you may eventually get in.

**The customer was stocked for the present.**

He may be interested in your article, but if he is stocked with similar lines he has no desire for yours. Do not overstock your trade. It will only come back to you in lack of confidence and reduced sales.

**The merchant had once tried my line but decided it would not do.**

Men who have made up their minds on account of some experience are hard problems. You must co-operate with them to help move

their stock. If necessary, do local publicity work to create a demand. Most men will carry that which is asked for and easiest to sell.

**My sample case looked shabby.**

This sometimes indicates loose methods and should be avoided. Of course, you must not imply that your sample case should always look like new, for that may be just as detrimental as a too poor case. Look prosperous and busy.

**I did not present my samples in a business-like way.**

You should be adept and expert in handling your samples, so that a demonstration will be smooth and free from any unusual moves that detract from what you are saying to the manner of your treating your subject. If you have a piece of machinery that must be operated, or any article that must be handled in any way, do so as smoothly and deftly as possible. Whatever you do, don't fumble and go awkwardly about your work. It detracts and helps to give a negative effect to your work.

**My samples were in poor condition.**

This gives your prospective buyer a wrong impression of your goods and frequently of you. Your samples should be clean cut, but not too well selected to represent your line.

**My samples were badly arranged.**

This causes confusion on your part and disconcerts your man. Your samples should be arranged to correspond to the line of talk you give so that you can put your hands on any particular article at any time in your talk.

**I had poor light on my samples.**

Select a light that will show things off to the best advantage. You can do this without your buyer's attention being drawn to what you do if you are diplomatic and clever in actions.

**My samples were too well made.**

It is not a good plan to carry samples far superior to the finished product that will be shipped to the buyer. He has a standard estab-



lished by what he saw and by what you say and when goods do not come up to that he is disappointed and you may hear from him.

**I had neglected to bring proper samples from the factory.**

This is unpardonable. When you make up your samples before going into your territory be fully prepared for any emergency that may arise. Have a complete line, or if that is impossible, then make it as nearly representative as possible. Nothing is more annoying to a salesman selling from samples than to want a particular article to show to his buyer and find that he did not bring it.

## CUSTOMER

**My prospect kept me waiting—I showed impatience.**

In most cases if the prospect has kept you waiting, either intentionally or not, do not show impatience. If it is necessary, let him know in a proper manner that your time is valuable or that you must catch a train, but do it in such a manner that your man does not draw the conclusion that he has you at a disadvantage.

**My prospect had just had a quarrel and was not in a receptive mood.**

A condition of this kind always makes it difficult for the salesman because the prospect is wrought up and not in a mood to be talked to. Great diplomacy and tact must be used to make any headway under such circumstances.

**My prospect had always been treated well by his present supply dealers.**

When you come in contact with a satisfied customer, it is always a strenuous task to win him away even long enough to interest him in your line. Gain his confidence and show him that you will take even better care of him and he may then be interested in your talk.

**My prospect was a shark and I could not parry his clever attacks.**

You must be as clever as your man or he will soon have you at his mercy. You must be resourceful, tactful and full of your subject to meet all the clever attacks your prospect may make.

**My prospect had his mind on other business.**

No use to push your deal and try to take the third step—desire—until you can get his attention and interest. Better call again or resort to strategic methods than to ramble on when your man has his mind on other things. It is sometimes a paying plan to digress from your topic and tell a story and relate some experience that has a thrill in it, so as to get his attention and interest. Then gradually lead him to your subject.

**There were too many people around while I was talking.**

This is bad and always makes it difficult for the salesman to get the interest of his buyer. This seldom occurs, however, in large businesses, but frequently does in business places in small towns when a man has a provincial territory.

**My prospect was a crank.**

You will often find such when you get into a territory. Some salesmen contradict this and say there are no such people as cranks and say that the trouble lies in the salesman's inability to handle the man properly. This may be so, but at any rate, you will find some men who require "special treatment."

**My prospect was a bluffer.**

Do not let your prospect get you down. You are always a better man than he is at your end of the deal and should never let him bluff you off your line of action and disconcert you. Bluffers are sometimes hard to handle, but can be brought into line by persistent tactful handling.

**My prospect had a grouch.**

In cases of this sort it is not good policy to aggravate the man by antagonism, but be as tactful as possible, in "rubbing him the right way." If you have a grouch also, it can hardly be imagined, that you will do any business on that trip. Good cheer and diplomacy will help you here.

**I disregarded questions my prospect asked.**

Remember that what your prospect asks questions about is the thing in which he is interested and he should be answered when-



ever he asks questions. If you don't do this, you may think you have his attention, but in reality he is still semi-consciously wondering about the question you did not answer, and why you did not. Get the point out of his mind—satisfy him—then you will have his attention.

**My prospect was non-committal and did not show by his countenance whether he was interested or not.**

This sort of a man is very unsatisfactory to talk to. He says little or nothing and does not respond to your own enthusiasm. You never know just how far you have interested him until you either get his order or don't.

**The buyer did not care to take on another line.**

If he has concentrated on a particular brand of goods and made it popular, it is sometimes anything but easy to get another line in. Show him the advisability of carrying your line to catch some trade that is now going to his competitor.

**My customer had decided to cut out my line and not handle it in the future.**

Maybe this was your fault, or your firm's. If the latter, you must remove the sticking point by finding the causes of the merchant's decision. If the former, then it is up to you to make things right with your customer. There are a great many reasons why a merchant will give up a line—no profit, no demand, poor article, too long to get it, too hard to sell it, and many others. You must co-operate with your merchant to change his mind and again create a desire for your goods. Point out improvements, suggest new selling methods, help him select his stock more carefully, help him trim his window, if necessary to start your goods. Do many things that are within your power to help your man, for it means self-help in the end.

**My firm was too small.**

Show the buyer that on account of the smallness of your firm, you can give him more individual attention than if the firm were large and had an enormous business where the energies of all at the head must be spent in managing the company's affairs.

**My firm did not give customer attention he thought he deserved on a former deal.**

Make proper apologies for your firm, if need be, but do not belittle your people. His grievance may have been due to an oversight or carelessness on the part of some individual and did not represent the firm's desire whatever.

**My firm had refused credit to my prospect at some past time.**

It is always a difficult task to interest a man who has a grievance or who feels that he has been humiliated in some way by your people. In such cases you simply have to win the man by arguments, showing why they did the refusing, and explain that it was not a personal matter but one of business. Many times men can be convinced that the firm's attitude was, after all, not intended as a personal affair, but one of general rule.

**My prospect did not like my firm's policy.**

Show him the justice of your firm's attitude in matters that make policy and get him to see your subject from your point of view. Then he may be induced to lay aside prejudice.

**If you failed to gain the confidence of your customer for any of the reasons given below, then your *personality* is not what it ought to be, and the remedy is in your own hands.**

I arose late and neglected to shave.

My face was red and my eyes inflamed from last night's "good time."

My clothes needed pressing and showed grease spots, indicating careless methods.

My shoes were not shined, and in one was a broken string.

My collar was soiled and worn, in front.

I wore a "loud" vest and a "screaming" tie.

My cravat pin was gaudy and attracted my prospect's attention to it rather than to my subject.

I was nervous and self-conscious.

I showed that I lacked confidence in my ability.

I smoked in the presence of my prospect and he was bitterly opposed to smoking.

I chewed gum and mumbled my words.



My nails and hands were untidy.

My hair was uncombed.

My breath smelled of liquor.

My fingers were stained from excessive use of cigarettes—my prospect objected to cigarettes.

I wore my hat in a cocky manner.

My clothes were flashy and extreme in cut.

I looked foppish.

I had a swagger walk.

I acted lazy.

**Final Note:**—Remember that the sale is made in the mind, and not when the buyer signs the salesman's order blank. If your demonstration has been a good one and your closing arguments effective, the buyer decides that he wants your article and the mental action is followed by a purely mechanical one. Many salesmen who have the earmarks of success are not so, because they cannot close sales. This can be cultivated to a positive success through the plan of self analysis after a lost sale, and then tighten your grip on yourself for a fight to overcome weak places in your work.

We want to impress this thought upon your minds, that while self analysis is all important and while the analysis of the other factors in a sale is essential at one time or another to make you a successful salesman, *they should never be indulged in during a demonstration or closing procedure.*

If you should attempt self-analysis during your talk, your mind would be on yourself and not on your work. This would surely end in a disaster to you. You will talk disconcertedly and at random at times, and you could not concentrate on your article to bring out the strong arguments and selling points it merits. Your prospect would also notice your confusion and be interested in its probable cause rather than in what you want him to think. Think right thoughts about your article direct to your man, and if you do it hard enough, he will think in accord with you.

In conducting self analysis you must never become discouraged. and lose confidence in yourself. If you do this, all is lost. If your inquiry into your weaknesses is honest and thorough, you will have

much to ponder over and wonder if you can ever overcome so many defects, but for the love of your future success, do not give up hope.

Even though you recognize what appear to be wholly insurmountable barriers in the form of personal make-up, experience, training, business education, or selling methods, never lose your grip on self. Grit your teeth, clench your fists, and declare with all the will in your make-up that you *will* succeed, that you *can* sell goods, and that you *will* continue this same analysis and effort to improve until you are a *positive man of much success*.

"There is no policy like politeness, since a good manner often succeeds where the best tongue has failed." —Magoon



## QUESTIONS

1. How can a salesman find the cause of a lost sale and the way to avoid such cause in the future?
2. State the means by which a salesman will be able to render the best service to his customer.
3. Why is it important that a salesman meet his appointments promptly?
4. Explain the manner in which conclusions are reached through sizing up the prospect's place of business.
5. Why should the prospect not be disturbed if he is deeply engaged?
6. Why is it necessary for the salesman to always be master of himself and ready for any emergency?
7. Why should the salesman be careful about talking too rapidly?
8. State how a salesman may queer a sale through taking liberties, and why?
9. What do you understand by the "point of contact" and how may it be reached?
10. State some of the principle errors in the demonstration that may be the cause of a lost sale.
11. What should be avoided in answering objections, and why?
12. What course should be pursued when a prospect is interested in a certain line of talk?
13. How may one take advantage of opportunities that might ripen interest into desire?
14. Why is it necessary sometimes to use strategic means for gaining the signature?
15. State the objections to the introduction of personal reasons for wanting an order.
16. What is meant by making a complete analysis of the article to the customer?
17. Give a synopsis of conditions referring to samples, as causes of a lost sale.

18. How should the salesman conduct himself should the buyer keep him waiting intentionally?
19. Why should the customer's questions be answered at once?
20. State how you would handle a customer who had decided to cut out your line.

**Written exercise for this lesson.**

Give five instances where the cause of a "lost sale" rests with the article, and state how you would handle these situations.



## NOTES

## NOTES



## NOTES

## LESSON XVII

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### THE RETAIL SALESMAN

#### OPPORTUNITIES OF THE MODERN DEPARTMENT STORE

The opportunities for steady employment and advancement in the modern department store are unlimited. We will take for an example, an application for position in the Dry Goods line. All that has been said in the previous lessons regarding references and character applies to the retail, as well as the wholesale salesman.

There appears an advertisement something like this in the local newspaper:

“Wanted—Young man to learn the Dry Goods business, must have A1 references, good opportunity for advancement. Apply General Supt's. Office, The Modern Department Store.”

A young man anxious to secure steady employment is interested. He has passed through the great store many times. But he, like most everyone else who has never been a member of such an organization, knows very little of its workings.

As he steps inside the store, he notices the hundreds of sales people in the departments, all busy with their duties of waiting on customers or arranging their stock. Upon inquiry, he is directed to the general superintendent's office. Arriving there, he finds forty or fifty anxious persons waiting for their turn to make application for positions. His turn comes at last and once inside the office he states his mission, that he has called in answer to the advertisement and is anxious to secure steady employment. He is asked the question if he has ever had experience in selling goods, and as he has not, the superintendent asks him if he is willing to learn the business from



the beginning, as he would be of no value to the firm without experience.

The young man is anxious to get a start and willing to take what he can get. The superintendent hands him an application blank to fill in, stating name, address, age, present duties, where he has been employed, and other questions as to his health, habits, etc.

After he has filled out the application blank, the superintendent informs him that he will notify him if his services are required. As the applicant leaves the office and passes through the great store he notices the unique display of the immense variety of merchandise all about him, and is conscious, in a small way, of what a wonderful institution a department store really is. The inspector's desks, cash registers, the clerks, ushers, department managers and the busy crowd of shoppers, attract his attention. He is anxious to secure the position.

In due time his references are examined, are found to be satisfactory with regard to honesty and character. The following week he is notified to report for work at once. The amount of salary and his advancement will depend entirely upon his ability. He is to report to the manager of the domestic department for work, and is placed in the stock room of the cotton goods department. He is to keep the stock room orderly, must learn the names of all the different kinds of goods, and be able to fill orders sent up from the department every morning. The stock rooms and merchandise must be kept in order at all times.

We will suppose that you have accepted this position.

Above all things, be honest and earnest in your work. If you are not reliable in small things, you cannot be trusted with big undertakings. Do what you are told to do by your superiors. Those who cannot obey, cannot command. Set your ambitions to the highest point.

After you have served as stock boy for a few months, at busy times during the lunch hour, you will be called to the department to wait on customers at the sales tables, and you have your first chance to meet the customers and show if you are in earnest and anxious to be a salesman. Be lively, cultivate self-confidence, talk

intelligently to your customers, display your goods, be courteous and pleasant so that when your customers leave they will have a good impression of you and afterwards remember what a nice clerk waited upon them, and the next time they are there to trade, they will ask for you to wait on them. After several customers have asked for you, the manager will hear of it, and decide he cannot afford to keep you in the stock room, as you are valuable to him as a salesman. So you are placed in the department, receive your instructions and are given a sales book. You are now on the right track and have your start.

Get a full knowledge of the stock. Keep it clean and in order; be on the look-out at all times for a customer. Keep a record of your daily sales, and don't have the buyer, or his assistant, come to you at the end of the week and say your sales are not good. Try to earn more salary than you receive. When your sales are better than the man ahead of you, you will be placed ahead of him, and so on until you are the head salesman in the department and receive a much better salary.

The silks and dress goods are next in order. Departments where no one but a first class salesman can work, as the goods are expensive and to lose a sale means a loss to your employer and your buyer. Be on the job every minute. Good men are scarce, and many firms are looking for buyers. Work hard; familiarize yourself with every piece of dress goods in stock, find out who makes the goods you are selling and what each material is especially adapted for. Study fashions and be able to talk intelligently to your customers. Show your buyer you are anxious to learn all you can and that you have ambitions to rise to the highest mark.

After you have established yourself as a first-class salesman, other stores will hear of you through customers, and you will have offers, of more salary, to change. You have made yourself valuable to your firm and will receive the advancement to assistant buyer.

Here you come in direct contact with the many lines of merchandise shown by the manufacturer and importer. Study the materials, keep in touch with the fashions, note the changes each season, learn to manage the help under you, show them you have learned the business from the ground up. Be courteous and hold their respect.



Work out effective displays of the merchandise in the department; prepare yourself to be a buyer. If you are earnest and faithful in every detail, no one can stop you, and when you have accepted your first position as buyer, you will realize what a great benefit your thorough training has been to you.

Your advancement from now on will be on the same lines as when you first entered the department store, and will depend upon your capabilities. The firm has great confidence in you. You are to buy goods at the lowest market prices, manage your department in an intelligent manner, and merchandise your goods at a profit. You must be a keen manipulator, study each salesman working under you; tell him where he can improve his selling capacity. You will then realize how greatly a buyer's success depends upon the salesman. Watch with keen interest for new ideas. You have earned your position by untiring energy and have a thorough training. Look back into the department where you made your start. There are many of the same salesmen that were there before you who are working for the same salary as when you were there. Why? Because they have not improved their time. They wait on customers in the same listless and indifferent manner. They stay out late nights, come to the store in the morning all tired out and unfit for business.

Now that you have secured the position as buyer, you must use greater energy and nerve than you ever imagined you possessed, you have it in you to "make good," and if you fail, you may have to start all over again. But you are not going to fail. You are going to rise higher, and higher. If your first year as a buyer is a success, you will have other departments given you and a good increase in salary.

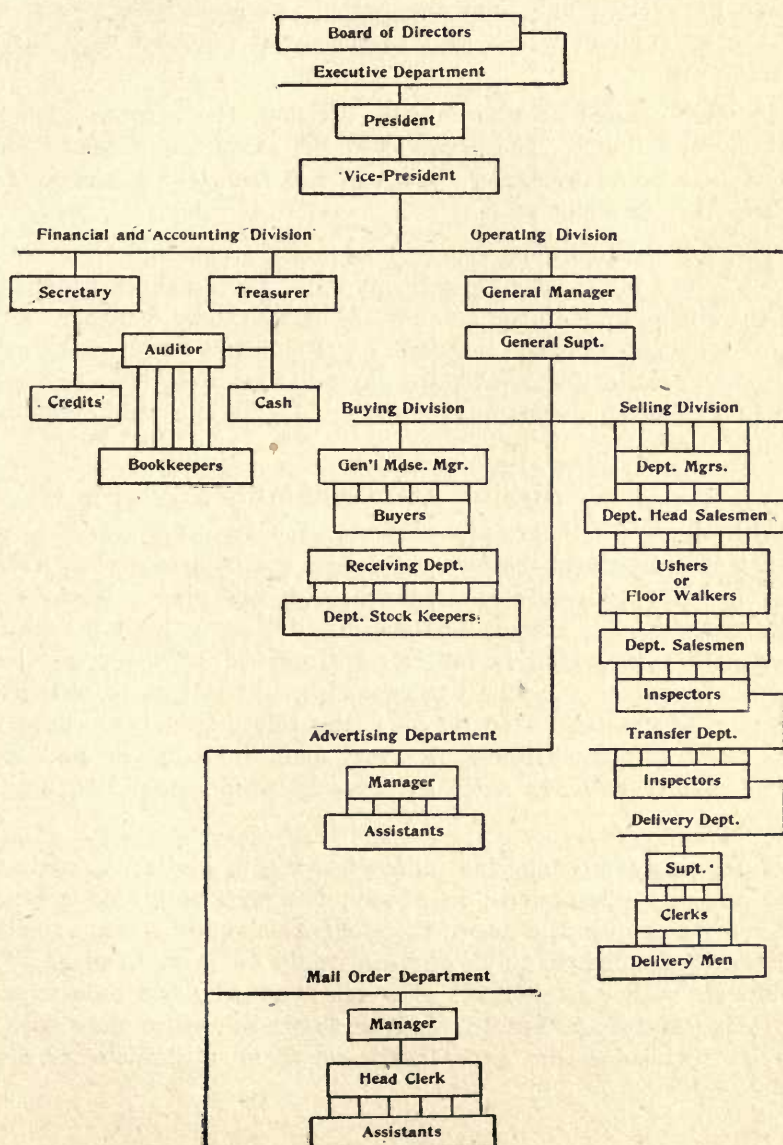
Always cultivate self-confidence; watch your competitors; don't let them undersell you or get your trade. Be strong minded in dealing with the firms you buy goods from. They will search for your weak points. Adjust yourself to the conditions, and work out your own success.

After the first year, when your inventory shows a profit and you have increased the sales of your departments, you will begin to enjoy the benefits of your hard struggle for success. Your trips to the market will be a pleasant change from the busy grind, and your business will be a pleasure.

The modern department store is a wonderful organization. Here we have a diagram of the working force of an up-to-date department

store, which will give you some idea of the perfect system and great amount of detail used, and also of the many opportunities waiting for the right man.

#### THE ORGANIZATION OF A MODERN DEPARTMENT STORE.





The store might be compared to a powerful machine. Every pivot on which the great wheels turn must be perfect or the whole machine is out of order. Responsibility rests on each and every employe to do his part the best it can be done, from the president of the company down to the delivery man.

We have cited only one channel in the great store, there are many others, all of which lead to success if followed with careful earnest work.

In the financial and accounting division, the amount of detail work is voluminous. The books show the exact conditions of every department each day. Here you can rise from the bookkeeper to the secretary or credit man.

The advertising department holds out great inducements for success. The mail order department must have a shrewd manager, and there is no limit to the amount of business to be realized. There is also a manager for the inspector's system, and hundreds of other positions in the department store pay good salaries. The one great rule in a modern department store is to give the public the best possible service.

### ADVICE TO SALESMEN

**Attitude.** For the retail salesman, the two steps to the sale, attract attention and inspire confidence, are of greater importance than the third; to inspire confidence holding first place. In the retail trade the customer already has the "desire" or at least a desire to investigate that which is for sale. Good salesmanship not only sells the customer what he has come for, but strives to obtain his continuous patronage. To do this, the salesman must secure the good favor of the customer at every point of contact, and treat each customer with the same courtesy he would extend to a guest in his own home.

Through advertising, the public have been invited to visit the store and the salesman is, in a way, the host of his department, and every customer is a guest; therefore, he should be ready to show his stock and quick to think of what would be likely to please. He should maintain the attitude of a salesman who not only expects to receive customers but to wait on them, sell what they wish to buy, and who does not expect to leave them until they are ready

to go away. Then he should bow them out as courteously as though taking leave of a guest. It is also the duty of the salesman to approach one who appears to be a possible customer with a polite greeting and ask what he can show him.

As he would be particular to avoid offensive attitudes before guests in his own home, so he should as carefully avoid such attitudes in the presence of the store's guests.

Attitude plays an important part in the success or failure of the salesman and the general attitude indulged in by a large percentage of employees in a store is not only a mistaken one but is injurious to themselves and to business. From two to four sales people are usually to be found standing behind the counter in one part of the store with their backs to customers, holding a conversation, discussing the elegant time they had the previous evening, or the good time they expect to have the coming evening. In another part is a second convention; the sales people are animated, eyes full of life, debating the wisdom of a series of dances for the winter.

The offensive and disgusting habits of posing, and fixing the hair might be mentioned; the familiar habits of leaning against the counter—talking and laughing—while on the other side of the aisle customers are being waited upon. Naturally, seeing salesmen staring at them and laughing, they assume that they are the target for remarks, and if sensitive, feel much embarrassed. This attitude is not confined to the younger salesmen, but is practiced as much by the older salespeople, who indeed set the example. It repels and disgusts the shopper as well as the proprietor. It hinders the prosperity of the store, and the success of the salesman, who should be as zealous of the good name of the house which employs him as he is for the reputation of his own home.

The correct attitude in salesmanship is one of alert and prompt attention, cheerful interest, a pleasant and willing service. It speaks to every customer that the salesman is not only glad to sell goods but equally pleased to show them. This attitude infuses life, activity and interest into the very atmosphere of a business house, and impresses customers so favorably that they want to see and purchase goods. It is greater than all other influences in building up trade. It surpasses the effect of advertising. It is the magnet of the store,



draws people away from competing houses and induces them to trade with this one. This business spirit should permeate the life of every salesman, since the prosperity of his firm depends upon it and the amount of his salary depends upon his own value to its prosperity.

The attitude of the retail salesman toward his employer should be that of a member toward the head of the house.

**Personal Appearance.** The retail salesman cannot be too particular about his personal appearance. Cleanliness of person, neatness and good taste in dress attract customers. Who wants to be waited on by an untidy slovenly salesman? Not very many people. Some proprietors are so much impressed with the importance of personal appearance that they stipulate the manner in which their sales people shall be dressed.

One would have more confidence in the opinion of a salesman whose attire was neat and in good taste, as regards the appropriateness of certain goods, than they would have in that of the salesman flashily or foppishly dressed. The good taste displayed in his own dress would be an assurance to the buyer that the same care would be exercised in making a selection from the goods under inspection.

Keep yourself in good physical condition. It adds to the attractiveness of your personal appearance.

**Punctuality.** Be prompt in reporting for duty. Punctual attendance at a place of business is imperative and the lack of promptness shows a poor understanding of the value of time. It may seem a slight matter for one person to be five or ten minutes late in coming to work, but where a large force is employed and a number are behind time, it is a hindrance to business, injurious to the success of the firm, and will soon cause the discharge of the offending salesman. Promptness enables a mercantile house to have every bit of the working machinery exactly in its place so that the wheels of business start on time and without friction.

Punctuality is one of the agencies by which the employe convinces the management that he has the welfare of the house at heart,

and that he is doing all that he can to promote its interests. It is direct evidence to the proprietors as well as those in immediate authority that the salesman is, other things being equal, eligible for a promotion to a more important and lucrative position. It is also a powerful argument that the salesman may urge why he should be promoted, since no man is placed in authority over others, who breaks the discipline of the house himself. The power of example is recognized as a greater force than the power of words, and when example gives emphasis to words, it is the strongest influence that can be exerted over others.

**Location.** At the beginning of service, the proprietor or department manager shows the salesman the location of leading articles, giving instructions as to price, etc., the thousand and one other articles which the store may contain, the new clerk is expected to hunt up and locate during the time that he is not called upon to wait on customers, as he is frequently required to direct a customer to some other department. In his own department the salesman must know where to find the article called for, if it is kept in stock, he should be able, instantly, to lay his hands upon what he wants. Laxity or inefficiency is suggested to the mind of the onlooker or customer who is compelled to wait while the salesman is making a leisurely or a frantic search of shelves, boxes, drawers or showcases to find the article called for.

The ability to produce immediately that for which the customer inquires enables you to retain his attention which otherwise is distracted, and the first step toward a sale has to be gone over again. Often it is impossible to again secure the attention which has been lost, the sale is not made, and for a time at least your chances for promotion are injured or delayed. Before you attempt to sell goods, first learn where they are kept.

**Keeping Stock.** While you are mastering the location of your goods, their merits and price, you should also be employed in studying their arrangement and care. To keep goods where they can be seen and not permit them to deteriorate in value, requires close attention. To display goods attractively is an art in itself, an art of which you should gain all the knowledge that your facilities afford.



Keeping stock is an important part of a salesman's duties. First, because goods well kept are more attractive and far easier to sell than those that are shopworn or soiled. Second, goods which show careless handling must be marked down, as their value has depreciated and they do not appeal to customers. When marked down, there is a loss of profit on them, the earning capacity of the department is weakened, the strength of the salesman is lessened, and his chances for an increase in salary become poorer, since his advancement depends upon his ability to show good results.

One must not only pay attention to the keeping up of the stock but handle it with care; must have a place for everything and keep everything in its place. The salesman must keep his hand on the pulse of the stock, so that when goods begin to sell slowly, or drag, and there is danger of their becoming old, he redoubles his efforts to introduce them to customers whom it is his privilege to serve. This must be done while goods are clean, fresh and saleable. Such methods increase the earnings of the department, speak volumes in praise of the salesman's ability and open the way for a larger salary.

When salesmen take the same interest in the welfare of the firm, and manifest the same spirit as if the business were their own they will not need to be so frequently reminded of their duties and urged to greater efforts. They will be on the alert to grasp every opportunity, whether small or large, whereby they contribute towards increasing the prosperity of the house. The re-arrangement or fresh adjustment of their various departments, to make them more attractive, works toward this end; for everything that adds to the beauty of the store makes it easier to handle goods and helps to larger sales. Salesmen never get so tired as when "killing time," and few would have time to waste if they kept their stock as it should be kept. Too often one hears the expression, "I am no stock-keeper." and it is usually synonymous with "I am too lazy to take care of my stock." Salesmen not engaged in serving customers, will find it to their advantage to occupy themselves in taking care of their stock, instead of deferring it or leaving it for some one else to do.

**Work.** When you have mastered the details of your own special work, seek to acquire all the knowledge you can of the other departments, of assortments, of quality, of free delivery, of the exchange

and refunding system; keep thoroughly posted as to the firm's advertisements, and if the day's leader is in your department, make it prominent.

Not only the time but the *ability of salesmen to get results* is what the firm pays for. In salesmanship, this ability may be called the merchandise the employe offers to the employer in exchange for the salary he receives. The salesman should never hold back from giving the full measure of his ability when he receives the salary agreed upon at the time of the purchase. He should be willing that the house make a profit from his labor as well as from its goods. The salesman who has not the ambition to lift himself by hard work and faithful service out of a small position would not know how to fill a big one if he secured it.

Labor is not, and never was, a curse. It is a means of growth a blessed provision for man's natural requirements. The more of it we are permitted to enjoy, the more we can accomplish. Our necessities are created to prod us on when we are disposed to relax effort and seek false promises of pleasure in dissipation or inertia.

The hardest work in the world is to be compelled to do nothing. To be denied the privilege of mental or physical exertion is to induce paralysis of the mind and body. It is agony that no naturally active and ambitious man can long endure. The salesman, then, should appreciate his opportunities. All progress is by labor and through gradual evolution. The worker never grumbles. Be a worker, make the most of the present moment, and do not waste your time sighing over what is lost or might have been.

It is not an easy task to fit oneself for all the advanced positions open to the successful salesman, but if you are ambitious or have commendable aspirations, you are not looking for an easy task, but rather an opportunity to reach your goal. Difficulties are inspirations; they are placed in our way to arouse and call forth greater power. Each one surmounted or overcome adds strength with which to meet and vanquish the next.

A man could not learn to be a sailor on a placid sheet of water; it is the tempest and mountainous waves seemingly about to bury the ship, which develop and call forth all the powers of the master



mind to direct her course to the harbor sought. There is a keen pleasure in struggling and a joy in triumph, be it the eradicating of a habit or a fault in ourselves or the surmounting of extraneous difficulties that seemingly block our progress to greater advancement in our chosen profession.

You should welcome all annoyances as giving you an opportunity to demonstrate the self-mastery you have been studying to attain. Welcome difficulties calling forth all your powers of mind and body to overcome.

**Dignity and Self-Respect.** The retail salesman must retain his self-respect and dignity at all times, but devoid of arrogance or superciliousness. It is not an easy nor natural thing to suppress a retort when accused or upbraided by an ignorant customer, but it is the *right* thing to do to secure his or her trade, either now or in the future. It can be done without words of protest or loss of dignity.

Perfect control over self, and tact in managing the customer, shadow him with a sense of shame or regret in having violated the common rules of courtesy. To make a purchase would be to make an apology carrying with it the least humiliation. You have made a sale and perhaps secured a permanent customer, instead of losing both just for the satisfaction of giving expression to the feeling excited by his conduct.

It is not human nature you are dealing with, but moods, fads, whims, and distorted ideas—mental cripples, whose condition should rather excite your sympathies than your resentment. You must learn to view the mental deformity, whether natural or accidental, the same as you would the physical. Make a catalogue of the mannerisms you find it most difficult to bear with; then liken each to a physical deformity, which must not be noticed, extending to each your silent sympathy, preserving a courtly and dignified demeanor, saying more emphatically than words that you will not permit yourself to be inveigled or provoked into profitless controversies. Time is too brief to waste; life too serious to trifle with, and business too important to neglect.

**Courtesy.** Only a small percentage of the customers are cranks and mental deformists. The great masses of the American people

appreciate courtesy and prompt attention; even if they do not show their appreciation while in the store, you may rest assured that they express themselves freely to friends and acquaintances; if it be just one of a sales force, always observing these amenities, they and their friends will see him or her, ignoring all others.

It always pays a salesman to be courteous and pleasant. Some customers are very hard to please; some are easy buyers and know just what they want, others are very changeable.

A customer may come to you nervous and excited, she may seem unreasonable; perhaps she has just come from your competitor's store and a salesman has been rude to her. At first it may be very difficult to draw her attention to the goods you are trying to sell. Here is where you must be a salesman. You may be able to secure her for one of your best customers, and she will tell you how she has been treated by your competitor. She may send you a dozen other good customers. Always remember, a customer neglected, is a customer lost.

We keep "open house" through the columns of the newspapers; we have invited all to come and see our goods. Let us then consider each as our guest and accord him every courtesy and attention extended by a host to his guests.

Courtesy may be shown to customers in many ways. Not the least is that of offering to take their packages (if they have several), and have them put in one bundle, making it easier to carry them. Another courtesy is that of providing tired customers with a seat or stool, if one is near so that they may rest. This may result in benefit to the salesman, eventually, for they will spend the time looking at goods. As far as courtesy permits, salesmen should cultivate and manifest interest in their customers.

**Addressing Customers.** Well-trained salesmen cultivate the faculty of remembering the names of their customers until they become proficient in this respect. Some people have the habit of remembering faces, while they forget names; others remember names but forget faces. The power of remembering names and faces, and rightly connecting them, may be increased by continual practice, and this ability is a strong and influential asset of a salesman.



Customers like to be addressed by their names. When a salesman is unfamiliar with the name of the woman upon whom he waits, he should address her as "madam." "Lady" is bad form."

"How much do you want to pay?" is a question frequently asked of the customer, and indeed one seldom spends an hour in a store without hearing it. This is not only poor salesmanship, but it is rude and impertinent. It is none of the salesman's business what customers want to pay, but the question of his ability to induce them to make larger purchases is one that should interest him greatly. The percentage is small of those who enter a store with any definite idea of what they will spend. They are usually influenced by the salesman, and the goods. In scientific salesmanship the practice of questioning a customer is eliminated as far as possible. By questioning customers, the salesman displays weakness, lack of interest, and indifference to his business.

"Haven't got it." These words were never intended to be used in salesmanship. When goods are called for, the clerk should show the article nearest like the one desired. While it is being examined, he can tell by the customer's expression whether it makes a favorable impression or not. He should then show the next nearest and say, "That is the nearest we have to what you called for," and the customer will frequently reply, "Well, I don't know but what that will be as satisfactory." By this method, the clerk often surprises himself with making a sale; and whether he gets the customer's money or not, he has given the impression of interest and desire to please. Later, the customer may return and make a purchase, or send a friend who wishes that particular article. There is no better method of advertising than when customers are in the store to get them to look at and examine goods.

When customers come into the store and consume much of a salesman's time, it may be annoying, yet it is his duty to have patience with them. They may be trying to figure out how they can make their money go the farthest, or solve some other problem, or they may be naturally slow and deliberate. The more patience the salesman possesses, with power of concentration, the quicker he will be able to bring them to a decision. Customers should not be made to feel that the salesman is pleasant because he is paid for

being pleasant. Instead, he should have cultivated a cheerful and patient disposition until it has become second nature, and so it unconsciously warms and influences customers.

When showing customers goods, the salesman should not mention the price until after interest has been aroused in the style and merit of the articles under consideration. The familiarity with the quality will give an idea of the value, and the customers will not be surprised at learning the price. In salesmanship, then, effort should be made to get customers interested in goods before naming the price and usually it should not be given until asked for.

When salesmen promise the delivery of goods in anxiety to dispose of them, they sometimes place the shipper under obligations that it is impossible for him to meet. This should not be done, as it causes annoyance and friction, frequently puts the firm to expense in sending them out as a "special," and the expense may exceed the profit. The salesman is liable to suffer as the result of his carelessness, since the customer may lose confidence in his word at some future time. When a customer is in a hurry, it is right to accommodate him if possible, but it is best to ascertain if the delivery can be made before promising it. A thoughtless promise inconveniences the customer and fosters in the salesman a careless and shiftless habit.

A careless clerk, taking an address wrong, causes considerable trouble, not only by disappointing the customer, but makes it necessary for a second trip for the driver.

When a salesman has a profitable line of customers, it is a pleasing attention to apprise them of the arrival of goods that he is confident will interest them; or to notify them when a special sale of excellent values takes place. They appreciate this interest and will manifest it by purchase if possible; and the salesman is encouraged by the disposal of his stock.

**Refunding Money:** When a customer approaches a salesman with an anxious expression upon her face, and informs him that she is returning some goods and wants the price refunded, he should say politely, "That is all right." Then he should send for the head of the department or the one whose duty it is to adjust such matters.



While waiting, let him speak pleasantly to the customer, putting her at her ease, but avoiding discussion. When the manager arrives, the matter is to be turned over to him, and he says little until the justice of the claim is decided. Should the firm refund the money, the customer is made to feel that it is just as much a pleasure to give it back as it was to receive it, for a customer saved is as valuable as a new one. If the money is refunded properly, sometimes the person will spend part, all or more than all, before leaving the store. When a customer tries to impose on the firm, returning damaged goods, it is the rule not to take them back. The salesman, however, should speak pleasantly, while giving this information and try to show the customer the injustice of the demand.

**Loyalty.** Possibly, few salesmen realize the amount of money spent each year to hold regular customers and make new ones. A salesman who is always complaining about the store and its customers, is a money loser for his employer, and is tearing down the great work the management is endeavoring to build up.

The salesman should be loyal to the firm that employs him, that gives him a position and an opportunity to earn his daily bread. He should not speak disrespectfully of it, nor discuss its business at home, nor give valuable information to clerks of its competitors.

You will find much valuable advice in the rules of "Old Cyrus Simmons" in the following story which was told by Herbert Kaufman in his lecture before the Minneapolis Publicity Club.

"Old Cyrus Simmons" built a sizeable town before he stopped building wagons. He planned a great many stylish rigs in his day and some rules—the rules hadn't much style to 'em but they were as solid as his wheels—they didn't wobble. Whenever a candidate for future partnership stopped at the cashier's window for his first week's pay-envelope, in addition to his wages he found a little red card of rules. Cyrus didn't copyright the rules, so you'll get a chance to profit by them, too.

Rule 1. Don't lie—it wastes my time and yours. I'm sure to catch you in the end and that's the wrong end.

Rule 2. Watch your work, not the clock. A long day's work

makes a long day short, and a day's short work makes my face long.

Rule 3. Give me more than I expect and I'll pay you more than you expect. I can afford to increase your pay if you increase my profits.

Rule 4. You owe so much to yourself that you can't afford to owe anybody else. Keep out of debt or keep out of my shops.

Rule 5. Dishonesty is never an accident. Good men, like good women, can't see temptation when they meet it.

Rule 6. Mind your own business and in time you'll have a business of your own to mind.

Rule 7. Don't do anything here which hurts your self-respect. The employe who is willing to steal for me is capable of stealing from me.

Rule 8. It's none of my business what you do at night. But if dissipation affects what you do the next day and you do half as much as I demand, you'll last half as long as you hoped.

Rule 9. Don't tell me what I'd like to hear, but what I ought to hear. I don't want a valet to my vanity, but I need lots of them for my dollars.

Rule 10. Don't kick if I kick—if you're worth while correcting, you're worth while keeping. I don't waste time cutting specks out of rotten apples.

**Test:** There is only one infallible test by which your employer or other observers can judge of your fitness to fill the ever vacant higher position, and that is the thoroughness with which you have accomplished your present work. To do what you have to do today, in the best and most thorough way, requires that you concentrate your whole mind and employ the needed physical effort to its accomplishment.

To concentrate your whole mind upon the task before you means that you are to think of nothing else. Your own personal wrongs and injuries, schemes and aspirations, must be put aside until your work is completed; it alone requires your every thought. You will be notified when it is time for lunch or closing. No salesman ever yet won success or promotion with one eye on the clock. The winners



are invariably the men who give no thought to time or wages during working hours. They are so completely absorbed in the study and performance of their present task that the announcement of noon or closing hour comes as a disturbing interruption. Such men enjoy their work, getting more as compensation than the promised salary.

His opposite, the one who is frequently referring to his watch or noting the clock, longing for time to pass, that another day's wages may be added to his pay-roll, robs his employer of the time and thought he has paid for, and defrauds himself of the pleasure always found in earnest and concentrated attention to work. Your work is not automatic; it requires all your brain power. If you are hired to turn a grindstone while someone else sharpens his ax, your task would require little attention; such labor would be automatic. There are many other occupations requiring no more thought than the turning of a grind-stone, but Salesmanship is not one of them.

**Natural Endowments versus Culture:** When you hear the expression that "such a man is a natural born salesman, it means, does it not, that he is possessed of certain qualities which enable him to please the patrons of the store? He knows the price and quality of the goods he is expected to show and sell, and can produce what is called for instantly. He regards each one entering the store as one of "our guests," who has availed himself of the invitation its open doors extend to all. He gives them the attention they have a right to expect and a hospitality in keeping with the character and position of the host, his employer.

*You can do the same;* you have the same qualities, perhaps not equally as well developed, but *they grow by using;* and then you, too, will be a "natural born salesman." Intelligent effort, backed by energy and persistency, will in time out-distance all seemingly hereditary endowments—if the latter are considered sufficient without further cultivation or growth.

There is not another trade or profession practiced that requires a greater knowledge of one's self, or that demands the same absolute self-control at all times, and frequently under the most exasperating conditions, than does that of retail salesmanship. How does the retail salesman do it? By keeping ever before him the one paramount thought: "I am hired to sell goods; I am placed here to sell

goods; I must conserve all effort, use all the knowledge and tact which I possess to accomplish the purpose entrusted to me; and that purpose is selling goods. To succeed, I must and I will direct every word, thought, action or expression to that end. I must suppress any feeling of contempt for ignorance, or the exhibition of ill-breeding; I must lead my customer to the purchase of that which I am placed here to sell." "I must and I will sell goods" is ever the prominent thought of all successful salesmen; all others must be brushed aside. All impulses which, if given utterance, would antagonize the customer, must be repressed.

"There is an emanation from the heart in genuine hospitality which cannot be described, but is immediately felt, and puts the stranger at once at his ease."

—Irving



## QUESTIONS

1. What is the first position offered a beginner who wants to learn the business in a modern department store and what are its duties?
2. What advice is given the young man who has entered this field of Salesmanship?
3. How should he conduct himself towards the customers he waits on when called to the departments?
4. What is the one great rule in a modern department store?
5. What is the correct attitude in retail salesmanship, and why?
6. What assurance does the care and good taste displayed in the salesman's dress give to customers?
7. Why is punctual attendance at a place of business imperative?
8. Why is it important for the salesman to know the location of every article in his department?
9. Explain why the salesman should make a study of the arrangement and care of the goods in his department?
10. Having mastered the details of his own special work, what should he next seek to become familiar with?
11. What is the firm paying the salesman for besides his time?
12. Why should one welcome annoyances that give him an opportunity to demonstrate self-mastery?
13. Give method of dealing with mental deformities you find most difficult to bear with.
14. How should customers be addressed and why should the salesman cultivate the association of names and faces?
15. Why is it poor salesmanship to ask a customer, "How much do you want to pay?" or other similar questions?
16. Name the principal points in the rules of Old Cyrus Simmons.
17. Give the one infallible test by which ability to fill a high position is judged and state what is required for its accomplishment.
18. How may one become the equal of the so-called "natural born salesman" and what is more efficient than hereditary endowment in this respect?

19. How may the retail salesman keep absolute self-control at all times under the most exasperating conditions?
20. What do you understand by the quotation at the close of this lesson?

**Written Exercise for this lesson.**

State how you would handle the situation if you were accused or censured by an ignorant customer.

Give your opinion of the man who is watching the clock and compare the possibilities of his advancement with the man who is absorbed in the study and performance of his tasks.



## NOTES

NOTES



## NOTES

## LESSON XVIII

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### THE SPECIALTY SALESMAN

The field for the Specialty Salesman is a large one containing numerous departments in some of which success is attained with little or no experience, while in others the very acme of Salesmanship prevails.

In the wholesale field we find that the salesman's personal efforts are more or less confined to a certain class of dealers handling the article he is selling. In the Retail field we find that the environment of the salesman is usually limited to the one particular store in which he is employed. The customer generally enters the store to purchase goods on sale there, and the conditions so far as approach is concerned are reversed. In the Special field the approach or securing attention is unquestionably the most important step and unless the customer is found in a receptive mood, which is seldom the case, it is by far the most difficult step to take successfully.

The salesmen working in the different departments of the Special field are usually classified as Promoters, Correspondents, Advertisers, Agents, Solicitors, and Canvassers.

The foundation, preparation for work, is practically the same as in the wholesale and retail fields, and development remains along similar lines until one has definitely decided upon the particular department to enter. Each department requires the development of certain distinctive characteristics which are essential to the special work.



The Promoter, the Correspondent, and the Advertiser represent advanced ability in the Special field.

The titles "agent" and "solicitor" are applied indiscriminately. In some lines the outside "business getter" is called an agent while in others he is called a solicitor, although nothing in particular in the work would seem to indicate a distinction. The representatives of public service corporations who are constantly soliciting patronage as in the case of railroads, are called agents: The ticket agent, the passenger agent, the freight agent. The insurance solicitor is sometimes called an agent, while the real estate agent is sometimes called a solicitor.

The term canvasser is often misapplied. We often think of a canvasser as being one who makes the house to house canvass, who delivers his goods as he sells them. Sometimes he is one who visits a certain territory or community for the purpose of interviewing the residents, or to ascertain the prospects for a certain business. All the workers referred to are really *salesmen*. More and more each year they are claiming their own and appropriating the title "Salesmen." In the past a salesman in the wholesale field was thought of as a *drummer* and as a *clerk* in the retail field. Because of this, the business getter in the special field was inclined to avoid the appellation "Salesman," with the result that a varied and confused list of titles has come into use.

Now, since the universal recognition of salesmanship as the greatest of professions, everyone whose work at all approaches any of the fields of salesmanship is proud to be referred to as a *salesman*.

All that has been said about Personal Character, Selection of House to Work For, Contracts, References, etc., applies to the Specialty Salesman. Personal Power is an absolute necessity. Initiative he must have, for in the special field one must usually plan their own campaign and work out their own problems. Frequently the specialty salesman must act as collector as well as solicitor, therefore he must be financially competent, be able to secure the cash as well as to sell the goods, to figure out his territory so as to cover it with the least expense; and find his own customers. He is not a piece of machinery; he is not a part of a system. He is his own rudder, his own engine, his own hull, and his own captain.

### SALARY *versus* COMMISSION

The amount of salary promised you to start with is not worth considering; if you have confidence in the house you are to represent, as you must have to prove of value to them and to bring success to yourself, we advise you strongly to leave the matter of salary for future adjustment. Such a course would be logical, as neither your employer nor yourself have any data upon which to estimate the value of the time and talent you have to sell, whereas, a month later they would know exactly what you had earned for that period and could form some estimate of your future worth; at the same time you would be spurred on to greater effort to make your services valuable and to demonstrate your worth to the house. This you will receive in back salary if the question of compensation is left in abeyance for a while.

We recall one case illustrating the policy of this course: Freeman, a young man of our acquaintance, with a knowledge of groceries obtained only in the retail trade; was eager to go on the road. He was introduced to Harris, then manager of a wholesale house, who promptly informed him that he would have to work hard each day, travel much at night, and that they were not paying above fifty dollars a month to any new man. Freeman replied that he was "game" for the hard work, and wanted only whatever salary he earned and supposed they could determine that from the amount of his orders; anyway he was willing to accept at the end of the month whatever they thought was right and he would be content, whether it was fifty dollars or ten.

He went to work on that basis, took a week in the wholesale house to become acquainted with the goods and to stock up on such pointers as the firm could give him. From the first he made new customers and held them, and for three months never mentioned salary. However, Harris was afraid of losing him and wanted a contract. He had it ready drawn up and signed by the firm when Freeman came in. It read that "in consideration for his time and services as a salesman he should receive from the firm One Thousand Eight Hundred Dollars for the first year, dating from September 6th," the day he was introduced. If he had started out at fifty, as offered him,



the chances are that he would have continued at that salary for at least six months.

In the Special field of Salesmanship the compensation is not always in the form of a commission and so long as you are certain that the per cent offered you is equal to that paid other salesmen handling the same article, there is remaining only one chance to sell your time, and that is—in the field. Your remuneration depends *entirely* upon your ability and the effort you make; this is as it should be, and is absolutely fair to both parties.

We know that there are many men who ask, prefer, and sometimes receive a salary to start with—even in selling specialties; but we are justified in saying that the man who could earn his money on this basis, could at least double the amount on commission. There is no manufacturer or promoter of a specialty who will offer in salary over a quarter—or at most a third—of the amount which he knows quite well a good, live, hustling salesman or agent can make in commissions. A man on salary has to earn it on a commission basis or he will not be retained, so at the most all he is sure of is one month's pay.

We estimate that there is not one man in a dozen who can, and does, sell as many goods for a fixed price on his employer's time as he could and does on a commission, where every sale adds so many dollars to his private purse.

Do you fear the element of uncertainty? The undefined salary that increases in ratio to the effort? That element offers also great possibilities and promises, stimulating you to action and bringing success.

The men who sell the most goods usually prefer a straight commission, because they are independent and can make more money than they could on a salary basis. True, a salesman on a straight commission must furnish his own expense money, but on a salary he must earn this expense money just the same in addition to his salary, and there is not the same incentive to be economical when some one else pays the bill.

Before a salesman has become established, however, expense money advanced on a commission basis is the best proposition.

Having his expenses guaranteed gives him confidence in the house, his proposition and in himself, while the possibilities of the commission are an incentive to put forth all the effort of which he is capable.

### THE APPROACH

Before interviewing a prospective customer whom you have never met, make it your business to find out all you possibly can about him and his business, learn his name at least. In small towns much information can be learned from the Hotel Clerk.

You should always carry cards with your own name and the name of the firm you represent, although it is not always necessary to use them. Do not *send* in your card if it is possible to *go in with it*.

We do not think it essential to have any set form of words for introducing yourself. Your own good sense and the circumstances and conditions will surely suggest the proper introduction, always remembering that first impressions are important and that you must "put your best foot foremost." Make your introduction brief and business-like. State your business with frankness and fearlessness and a just amount of pride. Stand erect and carry yourself with a poise that indicates good breeding, self-control and self-confidence, and proper deference and respect for the gentleman you are approaching.

Some veteran in selling service has said, "Never disturb a man's pleasure to do business with him. You can approach a very busy man at his busy hour, a sleepy man, a sorrowing man, a sick man, but you have your proposition queered to start with if you attempt to force business upon a man during his hour of recreation and pleasure." There is much of good common sense in the suggestion. A man's hour of recreation is his own, in an intimate and personal sense. He feels he has earned it by much sacrifice, and, in a way, it is his compensation for the hard hours he has devoted to business. To snatch away this compensation is naturally to incur his displeasure and build up a barrier of prejudice against the intruder. In presenting any proposition of importance, the matter of time, place and circumstances of the prospect, should receive the most intelligent consideration.



Salesmen have been counceled never to approach a buyer when he is busy; it would be better to say when he is engaged. In these strenuous times, when it is almost impossible to find a buyer of any caliber who is not busy constantly, the salesman who follows this precept will find himself seriously hampered. But the buyer may not at all times be engaged on a piece of work from which he cannot be drawn without incurring his displeasure or causing him inconvenience, and no breach of ethics would be occasioned in approaching him at such times, although it is evident that he is fully occupied. An evidence of consideration for his time by the salesman under such circumstances would most likely be appreciated by the buyer.

The observant salesman will quickly learn to know at a glance whether he should approach his man at once or give him time to disengage himself from the business in hand before giving the salesman attention. Do not make this period too long. Remember that your own time is just as valuable to you *as you are able to make it*. If you cannot get the attention of the buyer within a reasonable time, it is better to say to him or send him word that you desire an interview and ask for an appointment. The average buyer at this juncture will tell you that he "is not in the market" and make glib excuses to put you off without an interview. Do not permit this. Listen to his words courteously but make it apparent to him that it will be to his interests as well as yours to give you a hearing. If circumstances force you to wait tediously for an interview, do not exhibit impatience. Hold your temper and your dignity. It may be that those moments you are setting down as entirely lost will prove golden through your cultivation of some friendly sales clerk or subordinate, who will subsequently stand to you as a friend at Court.

Having made an engagement with your buyer, do not permit him to forget it, or disregard it. Show no over-anxiety, but tactfully convey to the buyer that you are putting your time against his in your *mutual interests*. If buyers are given the impression that you are the kind of salesman that may be put off with the promise of an interview, you will lose much prestige. The measure of your persistence is, in a way, the measure of your confidence in the goods or proposition you are presenting at this point in your approach.

There is a subtle thing called, for the want of a better name, the "buying spirit," which the skilled salesman knows so well how to create or promote, but which to the inexperienced salesman is baffling and elusive. When reduced to its lowest terms, this is simply an attitude of mind on the part of the buyer which renders him pliable and receptive. This may be kindled instantly by a remark, a by-play, an inquiry, a bit of humor, or some diverting incident that puts the buyer and salesman at ease and melts the ice of reserve. Salesmen have long used these preliminaries to cover the time required for opening up and display of samples, thinking little of the scientific value attached to their little arts. But no matter how much training or mental labor are expended on this preliminary play to secure ease and atmosphere, the effect of it must always be *spontaneous*; otherwise it falls flat.

Having secured the attention of your prospect, make the most of it. Get right to the meat of your proposition, using all the earnestness and enthusiasm at your command.

Just what part the demonstration plays in either the preliminary or secondary stages of the approach is entirely determined by the commodity presented; but it is always an important consideration and all acquired skill in demonstrating will have its effect upon the sale in hand. Broadly speaking, however, the approach is a mental process—the contact of one intellect with another and the greatest care and study of the salesman should be to make that contact as pleasant and harmonious as possible. This may seem a simple matter to the student, but the actual difficulties involved are sufficient, to urge upon the earnest young salesman that he re-enforce his personality and cultivate his natural abilities, to a point where ease and assurance are his habitual manner.

The approach is the entrance to the avenue of orders; and to those who would tread that avenue with confidence the desirability of careful study, original thought and preparation must become increasingly apparent.

### THE SELLING TALK

In the specialty line the reasons may be vastly multiplied why you should be well grounded in your information in general and talking points in particular.



Most specialty firms have looked well to the furnishing of this information for the benefit of their salesmen. Do not content yourself with a superficial reading of this printed matter. Be a "seeker after knowledge." Read, ask questions. *Think*, and ask more questions. After you are filled full of the information like a sponge with water, get to work and logically arrange your talking points, using the best and most discriminating judgment you possess in placing the introduction, explanation and arguments, so that all lead smoothly to a climax of conviction in the mind of your customer that he needs the thing you are selling, that it is a representative, dependable article of its kind and the price you name is as reasonable as goods of equal merit can be produced for.

Some manufacturers of specialties have what are called "primers" or "selling talks" for the use of their salesmen. Do not despise them nor imagine that your use of them will put you in the parrot class. Many times these selling talks are prepared with the most elaborate care, and the arguments and suggested demonstrations are more convincing than anything possible of your own devising. If not used bodily, they will prove a large deposit of selling logic that may be liberally and profitably drawn upon.

Carefully review your proposition prior to the interview. Put yourself in the other man's place. Try to tear down the argument that you have built up. If *you can*, he *may*.

Endeavor to work out in your mind in advance the probable course of the sale. It may not follow your preconceived ideas, but you can keep the transaction moving along safe general lines and avoid sidetracks, which experienced buyers use to shunt off short-sighted salesmen. Often a word spoken without careful consideration means an opportunity gone.

Your first statement is of vital importance and should be of a nature that at once convinces the customer that it is to his interest to find out what you have for sale. The wording, of course, will depend on the nature of the article or proposition you are handling, but no matter whether it is an article for his personal use, or one that is to be distributed or sold again, your first statement must interest *him*, must be a solicitation, with *his advantage* as a central feature, instead of your own.

At the beginning of your conversation always talk *with* and not at or to your customer. The introduction of your selling talk, should be conversational in character and remember that many men like to hear themselves talk, and that it is wise for the salesman to let them do what they evidently like to do, especially at first, but to so guide the conversation that it does not wander from the subject in hand. By following this course you have the very best chance to find out at first the mood of your customer and what he wants to know about your goods. This gives you the key to the situation and you can readily adapt yourself to his mood and your talk to the points in which he will be interested.

When a customer does not or will not take part in the initial conversation, it is evident that he has either taken a dislike to the salesman or that his mind is wholly preoccupied. If he asks a single question his interest has been aroused. If you can get him to talking with you it makes little difference what he says. He may pass strong criticisms against you, your goods and your house. That makes no particular difference. He is weak and knows it, he is trying to hide his weakness, and bluff you so as to disarm and conquer you. The experienced salesman understands this and he knows that the storm will pass like a thunder storm in June and that after it has passed, the day will be all the more pleasant. Eventually he will be as calm as a morning in May if he is rightly handled.

If you have at all trained yourself to observe, you will see something somewhere about the store, factory or office that may be commended or that clearly indicates in what special thing he prides himself, and if you make a careful allusion to it you will be agreeably surprised how quickly your customer responds and gives himself to you for a full hearing. A man who can praise with discretion, can usually reach the most reserved customer.

Ask questions about his business that will give you an opportunity to locate "the point of contact" between him and your goods, that is, the thing that will be most likely to interest him.

Your selling talk at this point should contain the outline of your proposition, the main points only, for the reason that an outline is easily grasped and holds the attention, while if you undertake to give the details before the customer has grasped the outline, he may



tire before you get to the point that would interest him, or he may not grasp the whole and a disconnected part would fail to interest him at all. Besides the outline may interest him sufficiently to create the desire and in that case it would not be necessary to go into details; by watching closely when giving the outline you will discover the points that appeal to him and this is your cue for the points on which to elaborate.

Answer all objections quietly and cheerfully, giving reason why the objections are unfounded, and when you have answered an objection satisfactorily, there is an opportunity for closing which should be taken advantage of at once. It is perfectly proper to suppose that if you have satisfied his objections that he is ready to accept your proposition.

Your selling talk, if properly prepared, should contain satisfactory explanation for every objection that would be likely to be made by the customer. But do not overlook the fact that buyers are also trained men in these days and well acquainted with the diplomatic methods of the salesman, and ever ready to resist them. You need not expect that all of his objections will be covered or that he will consider them covered by your presentation. Objections are his refuge and his test of you and your proposition. There is an answer for every objection urged against your goods or proposition if you will but take the trouble to find it, and it is the duty of the conscientious salesman to never pass by an objection without applying its antidote.

These objections naturally fall in the secondary stage of the selling talk, or following the outline and are valuable to the salesman in determining the distance that lays between him and the consummated sale.

There should, however, be no challenging attitude on the part of the salesman. Objections should not be invited more than is necessary to learn the state of the buyer's mind. The undemonstrative buyer must be occasionally spurred, but he is an exception.

Should you fail to interest the customer sufficiently to secure his order by this preliminary presentation you will proceed to the details of the proposition. Here is where all the arguments in favor

of the proposition that you have stored up in your selling talk, will serve you. Bear down on the strong points. Push the merits of your goods for all they are worth, argument after argument, with enthusiasm and earnestness.

Enthusiasm is the glow of truths which you know and it kindles your eye with a new fire; it furnishes barbs to your words, it so gives direction to your sentences that they penetrate both the mind and heart of your listener.

If enthusiastic, you certainly will not fail to be in earnest—in deadly earnest. There is no false ring in genuine earnestness.

Your prospect must be made to feel that all you say and do is important and essential—of vital importance to both of you. You must show your customer that he really needs your goods. You must be very careful and politic now or he will array his successful career as a business man against you. He may have done business for years without your line, so you must appeal to him as a business man and ask whether he could not have done more, or reached a class of desirable customers or have done his work less expensively or more fully out-distanced his competitors if he had had your goods.

Ask questions that will lead him to agree with you, to commit himself in favor of the proposition. Make a mental memorandum of the points with which he agrees. They are the points to be repeated in your closing arguments. Fit your selling talk to the occasion and your customer. Clinch every argument as you go along and be ready to close at any time.

Your enthusiasm and earnestness have affected your prospect. It is impossible for him not to be affected with your spirit and you should converge all that you have said into immediate action.

It is hard for even a hard headed business man to turn away from an earnest persistent salesman.

In the larger and best modern sense the salesman is a teacher; you are there to teach this man something he does not know about the goods you are representing. Do not belittle any knowledge he may have; build up on it, expand it; encourage him to know more



by studying with you in a concentrated way the subject in hand. Take the attitude that it will be the most natural thing in the world for him to buy the thing you are offering if he comes to know as much about it as you do. Not that he could not do without it, mind you, but that he would not wish to do without it—that it would be poor economy or poor business to do without it.

Keep improving and adding to your selling talk. As new ideas come file them away with your reserve arguments and go over your selling talk between times, "keep busy" with your line.

The actor and impressionist upon the stage know that the price they must pay for success in their ambition is drill—drill—drill. Is it because they are afraid they will forget a word or a part that they drill? No, No! It is to make *dominant* the part they are rendering. It is to store up spirit and power. The law of this is exercise—*exercise—the brain*, until when the time for action is at hand, the switch being connected, the mind's currents flow with speed and power, making invincible the personality.

The following will serve to illustrate the value and influence in Salesmanship of a persistently active center of energy about the article sold. The Leader was a salesman who knew the value of enthusiastic presentation, and the necessity of keeping in active touch with the subject. His article was an encyclopedia. He had about twenty picked men working for him. This was an article that had to be "sold"—that is, very few of those to whom they made sales had previously contemplated buying such a work. The salesman usually had to create the desire and close the sale in the same call.

He drilled his men personally, in a "twenty-minute talk," which he had printed in a pocket edition. This bunch of men he kept scattered by twos in an area of two or three counties. He made regular visits to each pair of men to stimulate them by his own active energy. On each visit he would drill his men on the "talk" and give it with such spirit himself, and with so much personality thrown into it, that his men would frequently say that "he made them want to purchase another work themselves."

He insisted upon them letting no day pass without taking the volumes from their case and giving the "talk" to an imaginary

person or the one salesman to the other, if no customer had been canvassed. His principles were "Keep alive to your theme." He insisted upon his men keeping close to the written "talk" that their minds might have the assistance of familiarity and drill. He was a phenomenal success, and so were his men, so long as they had his regular calls. He focused the whole work in the scope of the "talk," and then centralized his salesman's forces in its delivery. His center of energy was the sale of his encyclopedia, and his success was in proportion to the centralization and intensity of his energies.

### CLOSING THE SALE

"How to close?" No man can answer that question. John Sherman, Secretary of the Treasury under President Hayes, when asked to state how the government could resume specie payment January 1, 1879, replied, "The way to resume is to resume." The way to "close" is to close.

Closing is largely a physical act—a physical act backed by moral courage. There are able and intelligent men attempting to sell life insurance, for instance, who tramp and talk for days at a time without filling out a single application and handing a single man the pen. Do they expect the man to ask them for the application? Do they suppose he is going to ask them for the pen? Do they suppose he will say "Yes" when they ask him for insurance? Closing is a physical act. Do the thing. Hand the man the pen. Insist on a physical refusal.

How does the athlete learn to perform a difficult feat? By repeating the trial hundreds of times. How does a football team master an intricate play? By trying it an innumerable number of times. How does the pianist learn to go through a difficult selection while his mind is fixed on something else? By countless repetitions of the same act. *How, then, shall the salesman learn to close?* By constantly repeating the *trial* to close. It cannot be learned by reading essays. It cannot be learned (although this is exceedingly helpful) by seeing others do it. It can only be learned by constantly repeating the physical attempt until the timidity has worn away and the art mastered.



"Closers" are winners the world over. Why was J. Pierpont Morgan a dominant force in the world's finance? Because he could close—he could make men *do things* "now." Why was Henry H. Rogers a veritable magician? Because he made men do things for him when he told them to. Why has President Diaz been to all intents and purposes the king of Mexico for nearly a generation? Because he told men to do things and they did them. He is a "closer."

There is no magic about closing. There is nothing hypnotic about it. It is the moral courage to look a man in the eye and ask him to do a thing, as though you were sure he is going to do it. If the power is not inborn, it can be acquired. But only by continuous repetition—unceasing practice. It can be learned just as anything else is learned.

When you have brought your man up to the closing point, do not be afraid to take the order. Say something, do something that shows him that you expect to get it. You need not expect your customer to take the order blank away from you by force for the purpose of signing it, because he will not be likely to do so.

It is the salesman's place to take the initiative, present the order and suggest the signature. Take it for granted that he is going to buy, and ask him how he wants the goods shipped, or when he wants them delivered, or for a card or letter-head that you may get the shipping directions correct, etc.

Train yourself to see the psychological moment when the customer is ready to close. Use finesse; with some you will have to bring their vacillating minds to the physical act of closing by taking it for granted that they have signified their desire to do so. With others tact and an appeal to the profits to be derived or reference to the points with which they have already agreed.

Be careful you do not talk the customer into the sale and then keep on talking until you talk him out of it, without giving him a chance to sign the order. The interview with a Life Insurance salesman as related by Mark Twain illustrates this point. At the end of the first ten minutes he said he was worrying whether his income would permit him to take as much insurance as he was convinced he ought to carry. The agent talked on and on and before

the hour was done, Mark had figured out several good reasons why he did not need life insurance at all.

Remember, the sale is made in the mind of the buyer and that signing the order is the result or after climax. So when you have succeeded in convincing a customer that your proposition is all right and that he needs the goods, but he still holds back from signing the order, you can make up your mind that the fault is with yourself, you have not given him the mental push that he needs to affix his signature to the order.

Waste no time in taking your departure when your business is ended. Quietly acknowledge thanks for the order, express your hopes for future business, and withdraw.

### THE LIFE INSURANCE SOLICITOR

In view of the fact that Life Insurance employes a greater army than any other industry or interest, a few extra instructions for the solicitor in this department of the special field will not come amiss.

It will bear repetition here that in the long run the agent will stand or fall, succeed or fail, by his ability to make the business *pay*. Applications alone are mere waste of paper, time and money. Collections are golden.

Many men who are excellent solicitors are poor collectors. The successful insurance man must combine the two. He must start out with this thought uppermost in his mind: *Get cash with the application. Get all of the first premium, if possible. Get half if you can. Get \$10 if you can do no better. Get \$1, if that is all the man can spare. Have some consideration—some "clinchers."*

Unfortunately, it is not always possible to secure a cash deposit with the application. Sometimes it is absolutely necessary to write a man tentatively. The application and examination are the entering wedge. Some men's minds operate slowly, and they have to be led on from one stage to another. The agent gets the man examined "to see if he is a good risk," "to find out what kind of a policy the company will issue," or in order that the man "may see the actual goods before buying." Some condemn altogether this conditional salesmanship. Certainly it is not the ideal plan.



At the same time the fact remains that a great many million dollars worth of insurance are sold in this way every year. It is a condition that exists, and for that reason, it must be met. If, therefore, the agent is able to get neither cash nor a note with the application, then let him present the policy to the applicant as soon as practicable after its issue—*the first day, if possible*. He must get his settlement *then*. Let him take part cash, if necessary, and a note for the balance. To let the man have the policy "for inspection" or to "call again the first of the month" is usually fatal. The time to nail down the transaction is while you have the hammer in your hand and the canvas stretched. The same conditions may never arrive again. The man who leaves a network of contingencies, a maze of "ifs" and an unsightly mass of ragged edges to his business is slated for failure, whether he be a life insurance solicitor or a banker. "*Now is the accepted time;*" *now* is the moment to bring the matter to a head.

This is the first great principle of life insurance salesmanship.

The second is that *The Agent Must Operate Himself*. The average man is not self-sustaining. The statistics of commercial agencies show that ninety-five per cent of those who try to run their own business fail. Some men are good bookkeepers—prompt, methodical, careful and honest, but the *man higher up* does their thinking for them. They are pieces of machinery. Some men are good traveling salesmen for commercial houses. They have a list of towns to make in a certain specified time. In each of these towns they have certain individuals or firms to call upon. They have more chance for individual initiative than the bookkeeper, but their work is more or less mapped out for them. But not so in life insurance. The salesman here receives very few of these helps. He must plan his own work, find his own customers and do his own collecting.

The man who operates his own plant, keeps his own hours and furnishes his own motive power must above all things *work*. If the prospective agent has a lazy bone in his body let him shun life insurance. The opportunities for loafing are infinite, and its temptations almost irresistible. Its freedom is its danger. The agent is taken from his office or route and turned loose on the street without chart or compass. At first he has some familiar landmarks to guide him. He has his friends to solicit. The novelty of the situation

exhilarates him. But he cannot always plow along with bellying canvas and "a bone in his mouth." His stock of friends will run out. He will get becalmed; the sails will flap idly; he will drift. Then must he use his own power. Then must he place fire under his own boilers and get up his own steam. If there are no engines in his hull, it does not necessarily mean that he is a failure in life. It simply means *that he belongs in the barge class and must be towed*. In his proper function he may be able to carry an enormous burden, but in life insurance he is a failure.

But it is not enough that the agent be willing to work. Some men wear themselves out flying incessantly about, accomplishing nothing. Work to be effective must be intelligent. The agent must employ *a system*.

Success is having a plan and sticking to it. It is futile to attempt to outline any specific method. Doubtless the most simple and effective plan is to secure a small filing case, and employ the card system. At least one firm manufactures a cheap filing case planned especially for insurance solicitors. For about a dollar an ordinary case with blank cards may be secured from any of the standard manufacturers. If the client says, "Call January 1st," put that memorandum under that date, and *call*. If it is deemed advisable to jog his memory in the meantime, place a memorandum, say, under December 15th, "Write Smith about January appointment," or something of the kind. These are mere hints. The agent must work out his own system.

As success depends on constantly enlarging one's acquaintance, it is important to keep a record of all acquaintances made. Unless the agent has the rare gift of being able to remember both names and faces, it will be necessary to go over these cards frequently in order that the associations may be fixed and the man called by name promptly and genially when he is met.

A careful record should be kept of all past clients. They are one's chief avenues of new business. There are old insurance men who are now going about insuring the sons of former clients.

It is necessary to classify "prospects" by locality as well as by dates. Otherwise one will find himself wasting time, shoe leather



and car fares. It is a good idea to have with you the names of all prospective clients in a given locality when the place is visited. The point is that the agent must work with his head as well as with his heels.

The Solicitor must know what he is going to do when he starts out in the morning. *"Always plan your next day's work the night before."* The man who settles down in his chair, pencil in hand to outline his day's work at 9 o'clock in the morning is tempting fate. The first thing he knows that very card system that was to have been his salvation will prove his curse. He will spend the forenoon elaborating theories and finding excuses for attending to one more detail before putting on his hat and closing the door behind him. Start out bright and early, with a definite plan, and hold to it grittily. In time it will become a habit.

A few practical maxims may be added by way of conclusion:

Adapt the policy to the man's needs. Do not try to sell "protection" when the man needs "investment." Be ingenious in adjusting your proposition to his condition. Show him how his wife can be taken care of by installments. Show him how the education of his children can be provided for. If he is a confirmed bachelor, show him the annuity feature. Be expert in *creating the want*.

Be serious. It is all right to be a good mixer. It is all right to be a good story-teller and jovial companion. But when it comes to the sale of a policy, the situation must be serious. It is a problem of life and death. It is a problem of the man's future. Be honest, sincere, sympathetic. "Work the soft pedal," but do it honestly.

Because of this seriousness and for other reasons, avoid trying to close a client with other people in the room. Try to secure an absolute, uninterrupted and exclusive interview. Any distracting incident may interrupt the train of thought and spoil the case. Besides, men are ashamed to sign before others. They are afraid people will think they have been "talked into" it.

Let everybody know your business. Adroitly get people to talking about insurance in an abstract way. It is an interesting subject. Everybody enjoys hearing about it. If you are one of four or five at a table, relate some amusing insurance experience.

It will start the ball rolling. Everybody will contribute something to the conversation. You will pick up clients in this way. You have accomplished your purpose without boring people.

Try to find untapped lines. Try to get at the man out of sight. The man in the front row—the man in plain sight—is canvassed to death. There is usually a good fellow with a first-class income “in back” who doesn’t see insurance men. They do not know he is there. Get the entree to some factory employing skilled mechanics. Burrow. Don’t skim along the surface.

Specialize your work. If you have good success with a certain class of people, stick to them. Learn to think their thoughts and talk their language. To sell liverymen or horse dealers, one must be able to “talk horse.” By doing this one learns the habits and haunts of the people he is working among. One man has made a specialty of the coachmen in New York for years; another the trained nurse; another never leaves the Produce Exchange.

Do not chase yourself around in a circle with the old list of barnacles that you have deluded yourself into calling “prospects.” Nineteen out of twenty of them will disappoint you. Keep exploring new fields and finding new clients. It is the experience of the most successful writers that the great majority of cases are closed on the first real interview. Many men promise for two months ahead because they haven’t the courage to say “No.”

Do not belittle or joke about your vocation. Do not permit others to do it. Your business is as honorable as his and a great deal more important. Tell the man courteously what you think of him. You do not need his business. There are about 80,000,000 other people in the United States. Besides, to stand on one’s dignity in the right way is often the best way of making a staunch friend.

Life insurance salesmanship is exceedingly difficult. Its competition has been conducted upon lines that are altogether wrong. It suffers from its newness. Within the medical and legal professions there has gradually grown up a code of ethics. Such and such an act, they say, is “unprofessional.” This is the result of generations, of centuries. The absence of this is the disadvantage of life insurance. But there is no business in the world where a



man, absolutely without capital, can start in and build up for himself as sure a future. With the large companies it affords vast opportunity for promotion. So many men dislike the business that the ablest young men seek other vocations. That lessens the competition for place from within. The problem with some of the large companies is not "Where can we find a place for this or that man but "Where can we find a man for this or that place?" The competent agent who will stay by his company for ten years is absolutely sure of his future. But there is no blinking the fact that there are dark days at the start. Grit and staying powers are what win the battle.

"Seest thou a man diligent in his business? He shall stand before kings. He becometh poor, that dealeth with a slack hand, but the hand of the diligent maketh rich."

—Old Testament

## QUESTIONS

1. In the special field of Salesmanship, which of the three steps to the sale is the most important, and most difficult to take successfully?
2. Name the workers in the special field as they are usually classified and state which of them represent advanced ability.
3. Explain the application of the titles "agent" and "solicitor."
4. What particular qualities are mentioned as a necessity to the Specialty Salesman and why?
5. Give the reason for leaving the matter of salary for future adjustment when beginning a new line of specialty work.
6. Upon what does the amount of the salesman's remuneration depend?
7. What is the best proposition for a salesman before he has become established?
8. What should a salesman do before interviewing a prospective customer whom he has never met?
9. Explain the proper attitude of the salesman in making the approach?
10. State the reasons for not approaching a man during his hour of recreation.
11. Should the buyer tell you that "he is not in the market" and seek to put you off with excuses, what is to be done?
12. How should the selling talk be arranged?
13. Why should the salesman memorize the selling talks furnished by the manufacturer or house he represents?
14. Explain the nature of the first statement and why is it important.
15. What should the first part of the selling talk embrace and why?
16. When and how should objections be answered, and when should preparation for answering them be made?
17. State the only way in which the salesman can learn to be a good closer.
18. What are the first and second principles of life insurance salesmanship?



19. How should the life insurance solicitor plan his work, and why?
20. Give four practical suggestions to the life insurance salesman.

**Written Exercise for this lesson.**

Select anything in the specialty line, either manufactured article, insurance or bonds, from the advertising pages of a current magazine. Assume that you have been engaged to sell it. Write a selling talk including the introduction and successful closing of a sale, and satisfactorily dispose of several objections that could be made to its purchase.

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## NOTES

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## NOTES

## LESSON XIX

### THE PROMOTER

While the Promoter is a Specialty Salesman, he might properly be classed as a Graduate of Salesmanship.

The promoter is the creator or organizer, and although anyone who initiates, organizes, or builds up a business of any kind may properly come under this designation, the name is usually given to those men who confine their work in this field, to the formation and financing of new corporations or joint stock companies, to the reorganization of companies already established, or, to the combination or consolidation of two or more existing companies in the same line of business, either by creating a trusteeship for their stock, by an agreement to unify and harmonize their administration, or by the merging of all into a new company.

A promoter, to be successful in anyone of the three divisions, or in all, must be the possessor of a wide practical knowledge and experience. He may conduct his operations on his own account or his services may be engaged by others. When he is operating on his own account he is quite frequently a buyer as well as a salesman. He then conducts the enterprise from initiation to completion, and controls the basis or foundation upon which the new corporation is built.

This basis may be in the financial, industrial or commercial fields, alone, or in all of them combined. It may consist of a natural or public right or franchise from a municipality or state for the use of its streets or highways in the establishment and operation of a public service, such as railways, steam or electric, telegraphs, telephones, electric light or power plants, water canals, power or



service works, gas works, etc.; it may be a natural deposit of oil, coal or minerals, or a natural water-power from which electrical energy may be produced, such deposits or power being owned by the government, or by private individuals; or it may be a new invention in a hitherto unexplored field, in mechanical, electrical or manufacturing machinery.

Before the promoter can proceed with the exploitation of any of these rights, deposits, powers or inventions, he must obtain control or ownership, by legislation, purchase or other means. This frequently requires executive ability of the very highest order, good judgment, tact, finesse, unlimited energy and push, and an exhaustive knowledge of the thing to be acquired, as well as the uses to which it may be put.

He should be fully conversant with the provisions of existing laws relating to his subject, and, in presenting his proposition, be able to set forth in a concise and convincing manner, its merits and the advantages which will accrue to the public, or to the stockholders in the enterprise, from the establishment of the service. As this frequently calls for public addresses, he should cultivate and perfect his talents in that direction.

**Franchise.** A franchise for the establishment and operation of a public service is rarely, if ever, given to a corporation *sole*, or one composed of a single individual, our laws relating to corporations contemplating only the formation of corporations aggregate, or those composed of three or more individuals. The promoter must therefore first incorporate his joint stock company and then apply for the franchise in its name.

The laws of the different states regulating the incorporation of stock companies vary greatly in the advantages and disadvantages offered to their stockholders; so it is necessary that the promoter should possess full information regarding such laws, that he may determine in which state the articles of incorporation should be filed. Capital is said to be timid, and the amount of stock subscriptions to a company quite often depends upon a proper and safe incorporation in which the risk of loss is minimized.

As his continued success depends entirely upon the success of the companies promoted by him, it is essential that each one be built

upon a secure foundation, which includes not only the form of incorporation to be used, but the individuals who are to be associated in the company.

**Associates.** In choosing his associates in the contemplated enterprise the promoter should exercise the greatest care to see that they are congenial to each other. Before he begins negotiations with capitalists from whom he desires subscriptions to the stock, and who are strangers to him, he should secure the assistance of some well known man in the community, of good reputation and business ability, to aid him in interesting the proper persons in the proposition. Such a man will be conversant with the financial strength of the citizens of his locality, as well as with their personal relations to each other.

The promoter must provide himself with credentials from well known and responsible individuals or institutions, attesting his financial standing, business integrity and ability in his field of work.

To economize time and effort in presenting his proposition to different stockholders, a meeting of all of them should be arranged, at which the subject can be presented and discussed fully. In making his presentation the promoter should make a brief statement of what it is, what it has done, and will do, and what financial return may reasonably be depended upon; being prepared to answer fully and truthfully all questions relating to it.

These questions will naturally be as to the legality of patents, if any are involved, cost of obtaining franchise, amount of money required to launch the undertaking successfully, methods and cost of administration, including cost of necessary materials, labor, etc., strength and business of competing companies, if any exist, market or demand for manufactured product or service, promoter's fees, etc.

The fuller the information possessed by the promoter and the more comprehensive his answers, the better will be his prospects for the successful organization of a company. Moneyed men are usually exceedingly careful in making investments. If the proposition has merit in it, as it must have, the fuller the investigation at the start the better it will be for all concerned.



In the early days of our commercial and industrial development, franchises for public service corporations were not held to be valuable, and could be had for the asking; but as our population increased and the uses for the various things for which franchises were given became more general, bringing larger and larger returns to the stockholders in the companies owning such franchises, state and municipal legislative bodies came to realize the value of these rights and began the enactment of laws providing a monetary compensation to the people in exchange for the franchise; such compensation being usually a percentage of the gross earnings of the operating company.

The applicant to a municipal council or state legislature, for a franchise of any kind, can always be assured of an abundance of opposition, coming from the people at large, from companies already in the field or from both sources. He must, therefore, be alert, fully prepared to meet successfully all obstructive measures and arguments.

A social standing with the individuals composing the legislative body should not be neglected. To make this beneficial the promoter should be a close student of "human nature." The members, coming as they do, from all the different classes of the community, the proper treatment to be accorded each one will necessarily be gauged by his social environment and his station in life.

When the basis of the proposed enterprise consists of real property, as a deposit of oil, minerals, etc., or of a natural water-power, the preliminary work of the promoter usually consists in acquiring control of the property, either by lease or purchase, or securing an option for its purchase to run a sufficient length of time to enable him to arrange for its sale to the company to be organized.

Depending upon the nature of the enterprise and the class of business to be conducted, it may be necessary, in addition to acquiring control of the property, to acquire options for certain subsidiary privileges, such as rights-of-way, over or under adjoining property for railroads, canals, telegraph or telephone lines, etc. It quite often happens that such privileges constitute almost the entire economic value of the proposition. In the majority of cases the acquiring of these, demands the exercise of the highest business ability, great ingenuity and caution.

As it is of the greatest importance that all titles to lease or freeholds, or rights-of-way, etc., be absolutely free from flaws, the promoter should secure the services of a competent legal adviser to oversee and direct all negotiations for change of control or ownership of the property or rights in question. The legal adviser should be consulted freely, not only in the matters just mentioned, but in all stages and phases of the enterprise.

Law is "a rule of action," and it is essential to know what the rule may be which will apply to any contemplated action, before its initiation, rather than after its completion, as we are then quite likely to find that on account of our lack of knowledge of the rule, we have made errors which entirely neutralize our efforts and our expenditures of money and time for the attainment of the desired object.

It may also be necessary to arrange in advance for a flotation of the bonds of the new company, should more capital, in addition to that derived from the sale of its stock be required. The promoter must, therefore, have his connection with the financial centers of the country well established, and must have full knowledge of all the different classes of bonds marketed in such centers as well as a knowledge of the difference between the "preferred" and "common" stock of an incorporated company, and the rights and privileges accruing to each.

**Reorganization.** The promoter engaged in *reorganization* of existing companies must be the possessor of peculiar talents. A person who makes a specialty of effecting these reorganizations is sometimes called the "Business Doctor," as it is necessary for him to adopt the same line of procedure taken by the physician in his efforts to locate and correct lesions in the structure or functions of the human body.

That is, he must first "diagnose" the case, and locate the disease and then suggest or apply the indicated remedy or treatment, which may be somewhere between the boundaries of extirpative surgery and change of climate.

To successfully accomplish this result the promoter must have a more extensive and more strenuous education than that usually given to the physicians of any other school of practice.



When located, the trouble may be found to be due to a defect in the articles of incorporation, restricting the operations of the company to too limited a field; to a faulty organization of the officers and employees, developing friction and minimizing their working capacity; to a lack of capital, preventing the covering of adequate territory and the providing of proper working facilities; poor machinery, unsuited to the production of marketable goods or service; inadequate transportation, hindering the prompt delivery of finished product; too much competition forcing low prices; wrong geographical situation, in relation to the markets to be reached; antiquated and wasteful methods of administration compared with those employed by competitors; or to a number of other causes which it is not necessary to enumerate herein.

But whatever the cause may be, the "Doctor" must find it, and, as it is frequently obscured by a combination of contributing factors, its location is quite likely to call for the closest study and inspection on his part; but when he has solved this part of the problem, he must turn his attention to the selection of the remedy, which, although it may be clearly indicated, is sometimes exceedingly difficult to compound and apply to get the best results, demanding the exercise of his best thought and ability; as, for instance, it may be necessary to recommend discontinuing the services of some principal executive employe, who is connected by ties of consanguinity with some of the heaviest stockholders, but who is not suited to the work he is attempting to perform. This is always an embarrassing question to discuss and dispose of.

Or it may be necessary to recommend that greater freedom of action be given to managers, as great harm may be done by a carping and too officious superior officer. These, and other recommendations which could be cited, require great tact in their presentation, and usually demand the support of calm, clear, incisive argument, which must be delivered in a manner that will not arouse the antagonism of any interest involved.

**Combinations.** The different methods employed to effect a combination to increase the net earnings of a group of companies engaged in the same line of business, are many, and range from the so-called "Gentlemen's agreement" or verbal contract between the

managers of the several institutions, covering a division of territory, selling prices, etc., through various pooling of earnings arrangements, establishment of trusteeships or "trusts" and "holding" companies, to the actual merger of all the companies into one large institution, the object sought being attained by the reduction of expense of operation consequent to the modification or elimination of competitive methods.

The work of the promoter in this division of the field is peculiarly intricate, and demands the most comprehensive and complete equipment of knowledge and executive ability, as, from the initiatory steps of bringing together conflicting competitive interests of many years' standing, to the final distribution of stock in, and organization of the newly created company, he will be confronted with a succession of problems on the correct solution of which his success will depend.

**Problems.** In brief, these problems are: how to approach the owners of the different interests and what arguments to use with each one to convincingly demonstrate the wisdom of the proposed merger; to ascertain and fix the value of the machinery and equipment of the various plants, and the worth of franchises or patented processes owned by any of them; to find the amount of business controlled by each; to decide the amount of capitalization which can safely be placed on the finished enterprise, and how to best conduct the subscription of stock or flotation of bonds (should it be decided to offer them to the general public); to plan the working organization, and choose the men for the executive staff.

Some of these problems have to be decided quickly, under the pressure which is sure to develop at different stages of the work, and in addition to full knowledge of the subject, the promoter will require a cool and clear head to avoid mistakes fatal to the prosperity of the project.

In the wide range of modern "business" there is perhaps no better field of work presented to the wide-a-woke, ambitious and "brainy" young man than that of the Promoter. The field is so large that one man can hardly cover all of it, and as the trend of business, as of professions, is toward specializing, the same principle can be applied here, and "specialists" in any division of the field will find work awaiting them.



**Compensation.** The compensation of the successful promoter has always been large and is constantly growing larger. It is fixed, usually, on a percentage basis.

A comparatively few years ago business was talked in thousands, and hundreds of thousands; today its nomenclature is in the scale of millions, with the song of "the billion" next on the program. Then, methods of manufacturing, communication and transportation were in their infancy; markets were undeveloped; "business" was more or less isolated, and "did" itself. Today, with a machine for everything, with the telephone, telegraph, cable and wireless systems of the world, joining the Occident and Orient, bringing the most distant places of the earth to within an hour's time of one another, and with a transportation system, by means of which the products of the tropics, the temperate zones, and even of the Arctic circle, are exchanged through every month of the year, general commerce is no longer limited by the seasons; our horizon has expanded, and we must do business and make business.

To rightly do this and keep in touch with its rapid kaleidoscopic changes, we must equip ourselves in every possible way. The keynote of the scheme of necessary equipment is *education*; an education broad enough to include not only a knowledge of fundamentals, but a knowledge of elaborations as well; an education extrinsic, or a knowledge of persons, things and methods; and an education intrinsic, or a knowledge of self, its capabilities, possibilities and limitations.

## THE CORRESPONDENT AND THE ADVERTISER

**The Correspondent.** In soliciting by correspondence the same rule of sale must be carried into effect as in any other sale, attract attention, inspire confidence, create desire. The appearance, form and contents of the letter, circular and other reading matter must take the place of the personality and business ability of the salesman in the sale by personal contact.

To make a success as a correspondence solicitor a man must be familiar with the principles of scientific salesmanship; he must have the same general knowledge of cause and effect in sales and business as is required in personal selling; and in addition, he must be able to express his Personality, ideas and thoughts on paper.

The first statement in a letter should be something that will interest the person to whom the letter is addressed; a statement of interest from his point of view, not about the sender's business or wants or what he is doing. Example: "You will find something of interest to you in the enclosed———," or, "You are doubtless aware———," etc., instead of the old stereotyped phrases, "We are sending———," or, "We shall be pleased———," etc. His attention must be secured by something that appeals to his interest exactly the same as in the personal approach. Use "you" and "your interest" instead of "we" and "our interest."

The personality of the writer must enter into the composition of the letter in such a way as to establish confidence in the statements made and in the firm represented.

The final statement must be a climax.

In composing a "correspondence selling talk," you should keep in mind the real object that the letter is intended to accomplish and arrange the contents from introduction to conclusion with that end in view, not forgetting the probable effect of the writer's words on the prospect's mind. Avoid stock phrases that mean nothing and are so common as to be of no value.

The first letter should contain the outline of the proposition only. The follow-up letters correspond to the second and subsequent parts of the selling talk. Besides keeping to general principles they must have an association of ideas, connecting them directly with the previous correspondence, and the dominant note must be the prospect's interest, expressed or inferred desire for further information.

Personality, self-confidence, courage, force, etc., are as necessary for the success of a correspondent solicitor as they are to the one who sells by personal contact.

Never sign an important letter without first reviewing it thoroughly, and after it is re-written, review it again. Study the letters that bring no results as carefully as you would "the cause of a lost sale" in personal selling. Study the letters that have produced the best results and find out where the difference lies and remember that *practice, drill, exercise, persistency* is the price of efficiency in correspondence soliciting.



The subject of advertising is treated so thoroughly under the heading of "The Advertiser," which follows immediately, that it will not be necessary to take up that feature of "the sale by correspondence."

**The Advertiser.** The object of an advertisement is a sale, therefore, the Advertiser is a salesman. He is a *specialist* in *Salesmanship*.

Whatever the proposition or article he is advertising, his one aim is to effect its sale. Like the Promoter he may work for himself or for others; manufacturers and distributors realize the importance of creating a demand for their goods through advertising, consequently the advertiser finds ready sale for his knowledge, talent and ability.

The three prime factors of an advertisement, whatever its form or substance are, Commodities, Services and Personalities.

They may all exist together in the same advertisement, or they may enter separately or in pairs. Each of them may occur in any or all of the following ways or modes, Directly, Representatively or Symbolically.

In addition to these prime factors there are two other accessory factors that can be designated as Nature and Humanity.

Any natural scene, place, event, or phenomenon, such as a lake, a tree, an animal, a mountain, the sun or stars, a river or waterfall, may become incorporated in the body of an advertisement, carrying with it whatever real or associated value it may possess. Or any human trait, activity or custom, present or past, may be utilized in advertisement; humor, pathos, patriotism, musical or dramatic art, family life, ceremonial, physical, mental or moral attributes, individual and social forms, customs and habits, are all normal and legitimate material from which advertisements may be constructed.

Any of their accessory factors may be present directly, representatively, or symbolically. Advertisement is as broad as human life itself. There is no form or force of nature, no work of art, no

human or social character, habit or institution, that may not at some time appropriately take its place in the body of an advertisement.

The factors of advertisement constitute its *body*, the mode or manner of disposition and combination reveal the *form*. Its functions being to attract attention, arouse interest, create desire and also to stimulate action and produce results, the *forces* by which it accomplishes these results may be discovered and traced back to the forces which originally entered into the construction of the advertisement. Therefore, an advertisement must adapt itself in some way to its field and its persistence and success will be an index of its fitness to survive.

Of the various fundamental types of advertisement which have been referred to, illustrations may properly be given in order that the student shall clearly comprehend them.

**Commodity Advertisement.** One in which a commodity is the principle factor.

1. Direct Mode. The commodity itself is the advertisement. Example: A dozen watermelons piled in a fruiterer's window.
2. Representative Mode. Some representation of the commodity constitutes the advertisement. Example: A picture of a piano in a music dealer's catalogue.
3. Symbolic Mode. A word or sign symbolic of the commodity forms the advertisement. Example: "Hats and caps," "furniture," "groceries."

**Service Advertisement.** One in which a service is the principal factor.

1. Direct Mode. The service itself is the advertisement. Example: A cab passing along the street.
2. Representative Mode. Some representation of the service constitutes the advertisement. Example: A photograph of the interior of a parlor car or steamer deck.
3. Symbolic Mode. A word or sign, symbolic of the service, forms the advertisement. Example: A barber pole, a pharmacist's pestle and mortar, the words and signs indi-



cative of *price* attached to goods in a window or display in catalogues and circulars. Each of these is a symbol, in the one case suggesting the service of hair dressing, in another that of prescription preparation; in the last, that of exchange at the agreed ratio between commodities and moneys.

**Personality Advertisement.** One in which a personality is the principal factor.

1. Direct Mode. The personality itself is the advertisement. Example: A popular politician shaking hands with a new and valuable acquaintance. The eyes, the mouth, the bearing, the words and salutations all combine to form a direct personality advertisement.
2. Representative Mode. Some representation of a personality constitutes the advertisement. Examples: The advertisements of the portrait-using advertisers: "Woodbury's Soap," "Douglas' Shoes," "Mennen's Talcum" and other familiar current illustrations. In these the portraits of the advertisers are employed. Also, those advertisements which use the faces of well-known men or women, as in medical testimonials, in book advertisements, etc.
3. Symbolic Mode. A word or sign symbolic of the personality constitute the advertisement. Example: The names of an advertiser, of his guarantor, of his assistants, are all symbolic personality advertisements. Thus "*Edison Phonographs*."

All advertisements carry these factors variously combined. In addition to the primary advertisements composed of commodity, services and personality factor, we have also the two secondary classes.

**Nature Advertisement.** One in which Nature is the principal secondary factor.

1. Direct Mode. The natural fact or phenomenon is itself the principal factor. Examples: The beach at a seaside watering place, wild animals caged in a park.
2. Representative Mode. Representation of Nature constitutes the factor. Example: The pictures of scenery in a trans-continental railway folder.

3. Symbolic Mode. Words or symbols having reference to nature make up the advertisements, as in the *descriptions* of mountains and ocean scenery, circulated by the railways in connection with their service of transportation. Such advertisements are, to give them their precise name, symbolic-service nature advertisements.

**Humanity Advertisements.** One in which humanity is the principal secondary factor.

1. Direct Mode. The human quality, human attribute or human behavior serves directly in advertisements. Examples: A crowd hurrying to a ball game, a band playing outside an amusement park, circus parade, etc.
2. Representative Mode. Some humanity representation enters into the advertisement. Examples: Advertisement pictures of home scenes and of historical events. Dramatic, humorous, pathetic, patriotic and domestic groupings.
3. Symbolic Mode. Words and symbols expressive of human racial or national development enter into the advertisement. Examples: The use of the cross by the Santa Fe Railway, of the Monad by the Northern Pacific, of the patriotic colors and emblems by a host of advertisers, of words and sentences carrying a *human interest* as distinguished from *primal* or *individual* interest. Quotations from the poets, apt paragraphs, humorous phrases, or sententious philosophy, employed for advertising purposes.

If the student will commit the above classifications carefully to memory he will find that it is capable of application to any advertisement which chances in his path. It should be his first effort to recognize and name the different advertisements that come under his notice. After he has learned to know and analyze the different simple and compound types of advertisements and can see at a glance what are their factors, how they are combined, where stress is laid and where force is withheld, he is prepared to go further and examine into the laws of form and force as applied to advertisement.

Both of these fields are very difficult and abstruse. What are the laws governing the shape, size, position and direction of an ad-



vertisement? What regulates the liberation of force from an advertisement and whence does the force arise? Advertisement form and symmetry arise under laws peculiar to advertisements. That advertisement is best formed in which the factors are most harmoniously blended, each with each, so that each mutually supports the other, and at the same time possesses a main *axis of interest* and *plane of values*.

Shop windows crowded with goods may have slight success as direct commodity advertisements because no definite axis of interest exists to hold the attention of the passerby. Neither is there, in such heterogeneously constructed windows, any definite plane along which the mind can travel. The points to aim at in advertisement form are these:

1. Produce definite interest axes.
2. Develop definite planes of value, if more than one, let each support the other.
3. Create symmetry. This should preferably be polar, bi-lateral symmetry modeled upon that of the human body.
4. Assemble factors harmoniously.
5. Observe the laws of design.
6. Adapt the form to the advertising field in which you expect it to work.

As to advertisement-force, it should be recognized that all force shown in an advertisement comes from somewhere. It is not inherent in the advertisement, but it is brought into it from without. Such force may be classified as *natural*, *personal*, *social* or *racial*, according to its immediate origin. In the last analysis all such force is strictly natural.

1. Natural force in an advertisement is some force of nature, such as light, heat, gravity, electricity, magnetism, chemical affinity, cohesion, acting through the body of an advertisement. Example: An illuminated sign exerts natural force.
2. Personal force in an advertisement arises from advertising-personalities and appears as persuasiveness, daring, courage, enthusiasm, ingenuity personal magnetism, etc. This *force of personality* is the strongest force in advertisement and is seen

working not only in direct personality advertisement, but in the other classes as well. Example: A clever salesman's talk, either delivered directly to a customer or arranged in symbolic form upon a printed page or in a "follow-up" letter exerts personal force.

3. Social force arises from the present constitution of human society and its existing institutions. There is a fashion in advertisement. An advertisement which by its construction gains the influence of some institution, such as the school, the church, the state, acting through it, has acquired social force. Example: The title of Lew Wallace's book, "Ben Hur, A Tale of the Christ." By this device great social force was gained, the effect of which was seen in the large sale of the story.
4. Racial force arises through earlier forms of the constitution of society and carries into advertisement reminiscences of past institutions. Example: The color symbolism, by which red is blood-color, yellow the flame-color, blue the sky-color, white the cloud-color, green the forest-color, black the night-color, etc., exerts racial force in advertisement. Red is stronger than green because *blood* made a stronger racial impression upon the human soul than *forest* did. It is necessary, therefore, to calculate the force of an advertisement as in a certain sense, a combination of present and past.

The human mind, to which advertisement is addressed, is ages old. It is stirred by forces it knows not why nor how, because they have stirred it before and it is accustomed to their stimulus.

The directions to the advertiser with respect to force are somewhat as follows:

1. Assemble all forces possible in advertisement.
2. Direct the entire force of the advertisement towards cumulative interest, desire and action.
3. Utilize natural, personal, social and racial forces with due regard for their stimulative value.
4. Liberate the forces of advertisement in a favorable advertising field.



5. Support advertisement with advertisement so that the force of each contributes to the force of the campaign as a whole.

All advertisements exist in what have been described as advertising fields. A magnet similarly exists in a magnetic field and the relations between an advertisement and its field are not unlike those between an organism and its environment. Advertisements of a skillful construction may be better suited to one field than another.

Beautifully constructed organisms such as sea-anemones and corals die if they are transferred from water to land. So, too, beautifully constructed advertisements perish if placed in the wrong surroundings. A slight observation of the great world of living creatures shows that it properly contains all grades of forms from the simple and lowly microbe to man himself. Each of these is fitted to survive in its particular environment, but perishes if put out of relation with its surroundings.

Quite the same thing is true of advertisement, and it is a practical error to suppose that all advertisements should conform to some pre-conceived type of structure. On the contrary, there is room for all the vast variety of advertisement that exists. It would be a great error to place advertisement properly adjusted to one advertising field in some other field totally different and probably inhospitable. The most careful adjustment of *advertisement to field* is necessary, if the best results are to be sought.

The advertising field consists, broadly speaking, of the *advertisees*. It is capable of enlargement for any advertiser, and hence the question of *circulation* becomes a prime one for careful consideration. It is capable of intensified cultivation and hence *classification* is equally important with circulation. Enormous circulation of automobile advertisements throughout an advertising field composed of *advertisees* not able to purchase so expensive luxuries would be a commercial error. Successful advertisement circulates completely and classifies exactly.

Methods of classifying the advertising field are numerous. One may adopt geographical, linguistic, political, sectarian, educational, moral or physical classes and advertise specially to each. One may block out masculine, feminine, young, middle-aged and old, sick and

well, strong and weak, happy and unhappy, intelligent and stupid, good and bad, enlightened and degraded.

Each class can be reached by skillful class advertising. Exploitation of the most fashionable and exclusive circles and of the most humble and simple-minded communities may be undertaken under the same general laws of advertisement. For human nature is everywhere fundamentally the same and advertisement is consequently universal.

Advertisement must gather around a business the symbols, emblems and insignia that are most thoroughly expressive of its character, its advertising-class, and the adjustment between the two. For a proper adjustment of the advertisement to field the following rules will be helpful.

1. Enlarge circulation to the limit of profitable endeavor.
2. Intensify the cultivation of the advertising field by full and varied classification.
3. Assemble about the business all the favorable symbols, emblems and insignia that can be secured.
4. Aim to create new desires by skillful utilization of the class-preferences in fields where the service or commodities have not yet reached full circulation.
5. Maintain always a *profitable publicity*. Do not seek blindly for *general publicity*.

Of all the classifications of the advertising force none is so important as the classification upon the *ability to purchase*. It is altogether unprofitable to advertise New York real estate to those who cannot buy it. The means and methods of reaching the possible purchaser are matters of the deepest concern to practical advertisers. Upon this subject the following advice seems desirable:

1. Remember that many who believe themselves to be advertising are actually responding to the advertisement of others. Do you build the sign board because you know it to be the most profitable use of your capital, or because the *sign board builder's* advertisement to you has been successful?
2. It is essential for the advertiser to gain time and reliable in-



formation about circulation. As to classification he must depend upon the statements of those who are informed and upon his most careful judgment.

3. Experience in matters of means and method is the safest guide for the conservative advertiser. He will, therefore, wherever possible, "key his ads" and maintain a most strict system of accounting so that he may determine the *cost* and *profit* or *loss* of his advertising campaign.
4. Judgment and experience of others being helpful the conservative advertiser will do well to associate himself with the proper trade organizations, attend their meetings, read the trade-journals, avail himself of all valuable advice and suggestions and if possible put himself in communication with the various advertising specialists and agencies, not forgetting, however, that intelligence on his part as a result of independent study is far better than a blind reliance upon others.
5. A deep and broad knowledge of human nature must be cultivated by reading, by observation, by mingling in the social and club life of one's community and by judicious travel.
6. Sympathetic *comprehension of class* must be developed so that the method of successful approach can be perfected. Why does one traveling salesman sell more goods than another? *Because he is a more precisely adapted, direct, personality advertisement in the territory in question.*

In the division of salesmanship into wholesale, retail and special, a suggestion of classification is made which is not without value to the advertiser. The "trade" of the wholesale differs from that of the retail because of its different classifications. His customers buy or sell, not to consume, or to preserve for their individual or family use. Hence, the methods of advertising which are most useful for the wholesale merchant may be undesirable or positively injurious to the retail dealer.

The same point may be made in the comparison of retail or wholesale business with special business such as the sale of specially classified services or commodities. Each specialty may and does have its peculiar advertising types which rightfully belong to it

through long accustomed use. Thus the magniloquent phraseology of the circus poster is, through custom and usage appropriate on the bill boards of the "Greatest Show on Earth," while it would be out of place in the advertisement of municipal bonds by a banker or broker, in which line of business a totally different conventional phraseology has arisen.

Each advertiser, then, whether he be wholesale, retail or special, must learn the rules of his own particular game, and must, generally speaking, be prepared to be bound somewhat by the fashion or custom or habit of the particular advertising field in which he proposes to become active. Nevertheless, there is great opportunity for originality in all branches of advertisement. This originality may appropriately show itself in the following ways:

1. New or striking combination of advertisement factors.
2. New and attractive development of advertisement form.
3. New and compelling utilization of natural, personal, social or racial force.
4. New and ingenious adjustments of advertisements to the advertising field.
5. New classifications or novel combinations of classes in the advertising field.
6. New combinations by which circulation is maintained at a higher level compared with cost.
7. New discoveries in the science of advertisement or in the psychology of advertisees.

In all these ways originality may be sought and often valuable novelties may be brought to light. It is always, however, a question for the greatest consideration how far novelty is desirable in advertisement, and how far stability is to be preferred. Generally speaking, it would seem that the tendency of advertisements is to combine novelty with stability in such proportions as the experience of the advertiser deems most useful.

An advertisement that "delivers the goods" is the kind to tie to. Since personality is the strongest force in advertisement, it will generally be found that the highly successful advertisement is highly



saturated with this quality. It has those attributes of honesty sincerity, truth, hopefulness, good humor, persuasiveness, kindness openness, purpose, magnetism, etc., which are recognized in individuals. The salesman, in print, does not differ in his qualities so far from the salesman himself. "Advertisements are made in the image of man."

"What a man knows should find expression in what he does.  
The value of superior knowledge is chiefly in that it leads to  
performing manhood."  
—Bovee

## QUESTIONS

1. To what class of salesmen is the term Promoter applied?
2. Describe the method of consolidating two or more companies.
3. For whom does the Promoter work, and in what fields are his operations based?
4. Of what does the basis of his operations consist?
5. State what the Promoter must do before he can proceed with the exploitation of any of these rights, deposits, inventions, etc., and the ability usually required to do it.
6. In what respect do the laws governing the incorporation of stock companies vary in the different states, and why should the promoter possess full information on the subject?
7. What must the Promoter do before he applies for a franchise for the establishment and operation of a public service, and why?
8. How many individuals are required to form a corporation and why should the Promoter exercise great care in selecting them?
9. Whom should he engage as an assistant if he desires to interest capitalists who are strangers to him?
10. Why is it essential that each corporation established by him be built upon a secure foundation which includes the individuals who are to be associated in the company?
11. With what must the Promoter provide himself?
12. How may he economize his time and effort in presenting his proposition to different stockholders?
13. What questions relating to the proposition will he naturally be required to answer and how should he answer them?
14. When the basis of the proposed enterprise consists of real property such as natural water power, deposits of oil, etc., of what does the preliminary work consist?
15. What may be necessary in addition to securing control of the property?
16. Why should the Promoter secure the services of a competent legal adviser to oversee and direct all negotiations for change of ownership of property or rights in question?
17. Why must the Promoter have his connections with the financial centers of the community well established?



18. Name some of the troubles the "Business Doctor" finds in his efforts to effect the reorganization of existing companies.
19. Name some of the different methods employed to effect combinations to increase the net earnings of a group of companies engaged in the same line of business.
20. Describe the education needed for the equipment of the successful Promoter.

**Written Exercise for this lesson.**

Describe a proposition that includes organization of joint stock company, Right of Franchise, Bonding and Floating of Bonds.

Tell how to effect the reorganization of a company whose operations are restricted to a limited field owing to defects in its articles of incorporation.

How would you effect a combination of a number of companies engaged in the same line of business?

Or,—Select an advertisement from a bill board, a magazine, a window display and an advertising blotter or card, and analyze them, according to the classifications given in "the Advertiser?"

Write a letter in reply to an inquiry for particulars concerning an automobile which you have advertised, and two follow-up letters, supposing that you have received no reply to either of the first two letters.

NOTES



## NOTES

NOTES



## NOTES

## LESSON XX

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### SUMMING UP

**To The Beginner.** We will suppose now, that you have just been appointed a salesman. You may have had some experience in the house, selling goods a little, and keeping stock a great deal, or through retail selling or other experiences have made yourself generally familiar with the goods you now propose to sell in a larger way in a specified territory. Or it may be that you have changed lines and your new employer has agreed to give you the necessary time "in stock" or at the plant to acquire an intimate knowledge of the goods you expect to handle.

It matters little how this familiar knowledge or intimate experience with the goods is acquired. Above all things **DO NOT LET ANY STRESS OF CIRCUMSTANCES FORCE YOU TO START OUT BEFORE THESE DETAILS HAVE BEEN MASTERED:** for nothing but failure can attend your efforts. Your particular knowledge of the goods you propose to sell is the *practical* foundation of your salesmanship; the broader and deeper you lay it, the more you may depend upon the solidity of the sales structure you hope to rear. We repeat, you must know intimately the prices, comparative qualities and talking points of your goods, and all the details of their manufacture and production that you can lay your hands upon. *You cannot know too much.*

If yours is to be a general line, it may strike you that catalogues, price lists, and circular matter, make mighty dry reading, but if you do not appreciate your need of all the information that there is at your command *before* you interview your first customer, you will have no difficulty in grasping the fact *afterwards*. Settle in your own mind in every instance that you are going out to make some



money for your firm and then open your best intelligence and bring to bear all your best skill in the preparation for that work.

The crucial test of the young or inexperienced salesman is when brought face to face with his first customer. Instances have been known where the salesman was seized with "stage fright" to such an extent as to be thrown into a nervous chill and suffer keenly both mentally and physically before coming to the point of his first interview.

A remedy for this is a cheerful, sanguine attitude of mind, coupled with an appreciative confidence in self, with a measure of the same confidence in the man you are going to approach. You may be surprised to find him a clever and courteous gentleman. Reason with yourself that your house would never have sent you out to sell goods if you were not considered competent to be their representative.

Do not, however, permit your confidence to reach the point of conceit or superciliousness. These have been the undoing of many young salesmen.

The very fact that you are a new man is bound to have a dampening effect on your prospective trade under the most favorable circumstances. The element of the unknown and untried always has a deterring influence upon business as, indeed, it has upon most affairs of life. Your personality is going to be subjected to the most searching inspection; your character will be most mercilessly read and judged. Therefore the more pleasing you can make your approach through frankness and good humor, without sacrifice of that dignity and reserve that is to earn for you the respect and confidence of your prospect, the better will be your chances of early success.

One of the chief difficulties of the young or inexperienced salesman is involved in "getting the range." By this is meant the quick recognition or estimate of conditions surrounding the prospect at the time of approach. It would be a simple matter to grasp these points if time for observation and consideration could be had. But time you do not have. The salesman enters the presence of his customer and must proceed to business at once. He has only time

for a quick estimate of character or temperament, a swift note of mood, a rapid glimpse of surroundings and conditions before he is in the thick of his approach, and must win or lose by the way he handles the interview.

He may note with something like dismay that he has gone at his man entirely wrong before half a dozen words are exchanged. If he is clever, he may shift and recover his lost ground; but it is just this particular kind of cleverness that he has never mastered and he flounders and perhaps makes a mess of what might have been a highly satisfactory interview.

There is only one remedy for shortcomings of range getting, and that is to cultivate the habit of quick and comprehensive observation and the development of a keen judgment. Train your brain to be quick and intuitive. Study people. Think how you might best approach those with whom you are well acquainted and identify them with their general types. Merely the habit of mind or temperament as revealed by the appearance and manner, is all that one needs to be concerned about at the first of the interview. Some people possess an unfailing instinct in this direction; but those least endowed can greatly improve their faculties along this line by first grasping the importance of this training and applying themselves seriously to their own development.

Above all else the salesman should possess the feeling of self-assurance, that his divine privilege is to go forth and exercise to the utmost his ability in right endeavor.

Should you fail to make a success of the first line you try, do not be discouraged, try another line, analyze the cause of your failure and keep on trying. You cannot fail to make a success if you follow the rules and work.

If you are engaged in a line of business with which you are not at present in sympathy, and it is impossible to change your vocation, use the law of suggestion to change your own feelings. Determine to find the best there is in your line and like it. Use Will Power. Be ever striving for something higher. Have a definite end in view. Master every duty that comes in your way.



### POINTS TO REMEMBER

That:--While you are estimating the character of another, you, too, are being estimated and your success depends not so much upon your ability to read the character of the man you are approaching as it does upon the readiness with which you can submit to his inspection the pages of *your own* character.

That:--The commercial value of character cannot be overestimated.

That:--Character is not simply being good, it is that magnetic force born of a combination of the qualities of Body, Mind and Soul, the natural product of which force is the power to influence others, to make them think as you think and believe as you believe.

That:--It is impossible to influence and antagonize at the same time.

That:--In approaching the party to whom you hope or expect to sell your article or goods, or make your proposition, the one infallible and unchangeable rule in all cases is that you do so with *perfect confidence* that he is going to *buy* of you what you have to offer; your *manner* must indicate this confidence; your goods must be such as to inspire you with it.

That:--It pays to cultivate a personal interest in the customer's business. He appreciates your desire to see him get ahead.

That:--You should go into your customer's presence with a smile. You can keep him good natured and optimistic by being cheerful and optimistic yourself. "Men are mirrors in which we often find reflected the moods with which we approach them."

That:--Many buyers nowadays will only grant limited time so you must know in advance. Always be ready to close at any time. Don't overdo even a good thing.

That:--When the firm is standing your expenses, it is not honest to charge up one dollar for a meal, when you only paid fifty cents, or a bus fare when you walked, etc. Such dishonesty re-acts on yourself in loss of self-respect and lessens your percentage of profit to the house by just that amount and consequently delays the increase in your pay check.

That:—You should keep your head clear and cool at all times. Never under any circumstances lose your temper.

That:—School knowledge of any profession must be followed by a post-graduate course of actual work before the doctor, lawyer, or *salesman* becomes an expert.

That:—*Knowledge* of a profession is the *tool* with which we do our work; the *skill* that distinguishes the master is acquired by *practice*. This is true of all trades and professions, and Salesmanship is no exception.

That:—This is an age of the “survival of the fittest,” and the fittest are those who are the best equipped, the most *efficient*.

That:—Success is gained by laws eternal and unchangeable, laws of body mind and soul. Work in harmony with these laws and enjoy success. Violate them and pay the penalty.

## SPECIALIZATION

We find nowadays in any profession the man who is a specialist excels. Being a specialist simply means having given undivided attention to the details of any subject and following it up with aggressive practical work.

Back up your profession with a brain specialized in its interests. Exercise, remember, is the law of specialization. Make your line or the proposition you are presenting the chief center of your energies and interests. Eliminate the harmful premise “luck;” this is a world of cause and effect. There is no such thing as luck or chance in great and enduring success. Build within yourself a radiating center. You are to influence and direct others that they may act in line with your suggestions. You are, thereby, to become an impressionist. You must create desire in your customer. You must become a suggestionist, able to create images of business advantage and possibilities, in your listener’s mind. In this way the salesman is a leader of thought.

He is an actor, because every action, look, and word, has an influence upon those with whom he is to have business dealings. In this way his profession becomes an art as much as does the actor



upon the stage—the impressionist before an audience. The impressionist who becomes *a success elevates his profession to a science and an art*. His profession becomes his chief center of energy, around which all other interests and activities revolve. It is the hub of his combined actions.

A generation ago a baseball game was a simple affair, now the future of the nation seems not more important. The successful pitcher is the one who knows the weakness of each opposing player. Once the business of selling was taking advantage of one's urgent want or the buyer's ignorance, now it is fostering and creating new avenues of trade and systematizing the old ones. It is the application of definite methods, the replacement of the rule of thumb by the micrometer gauge.

The usual attitude of the prospective buyer is one of hostility possibly exclusiveness, but anyhow he is guarding the treasury. Buying and selling are even now crude exchanges. You must "melt the ice" to have a chance. You have been taught to do this by modern selling principles scientifically worked out. It is your knowledge *versus* the buyer's skill, and the easy way to secure Respect is to conclusively show that you know your business. If you can tactfully get the buyer to see that you are not only posted, but well posted, in reference to your particular line, you have at least gained respect.

Every day, almost every hour, some important place is made vacant by accident, death, promotion and other conditions. Who is to be selected to fill the vacancy? The man somewhere in the ranks below, who has demonstrated in one way or another that he has capacity for bigger things; that he is willing to do his task, humble or pretentious, with his employer's interests always uppermost in his mind. His work has attracted the attention of the man over him, and some trait of character has given proof of responsibility which gives him "the chance." The envious and disgruntled fellow clerk or employee, attributes it all to "luck" or "pull," or more likely "favoritism." It is nothing of the sort, just sheer "keeping at it," no matter what the job.

The man who gets left and spends his days complaining at the lack of appreciation, and then sets about looking for another job,

is his own worst enemy, and the proper method to adopt is to face about at once and take a full mental survey of himself.

Have you tried this mental review? It is a fine thing, and will tend more to awaken you to just where the fault lies than any other one thing you can do. Take, each day for the next week, and analyze the hours you have been at work. In the light of that reflection you will find that many tasks have been slighted without adequate reason; that many of the tasks you have performed could have been done better—if you had dreamed that your future success depended upon it.

Fix a higher standard for doing each day's work, then the establishment of higher ideals follows naturally. Make a definite rule to do what you have to do, *a shade better than you are expected to do it*. No matter what the pay! No matter about recognition! Do it a great deal better than anyone else around you, and *above all*, do it *cheerfully*. There should be an Eleventh Commandment, never to be broken; "Thou shalt not be 'grouchy.'" Get the "Smile Habit" if you have to wear a button with the word emblazoned upon it all your days.

One member of a class in Salesmanship attributes his advancement from a "handy man" in a shoe store to the position of Assistant Manager of a large Electric Supply establishment, to his learning to suppress and overcome negative traits and to establish positive ones in their stead.

There never was a time in the history of the world that offered to so many, the number of opportunities as does the present. But there is a stipulated condition with the offer—the applicant must be qualified; for we can say just as truly, that there never was a time in the history of the world, when the demand was so universal for young men possessed of knowledge and skill in their trade or profession.

Why is it that one salesman must work in a country store for five hundred a year, while another of the same age, born with the same natural endowments, is getting five, ten or twenty thousand a year in the same profession? The explanation is in the one word—**qualification**.



Take this word, qualified, home with you. Take it to the store, the office, the shop, or wherever you are employed. Keep it before you, a week, a month, or a year, until such time as you know you are what the word means. It expresses as no other word in the English language can, the sum of all the conditions that bring success. Write it in your note-book, or on a card and look at it every day until you are impressed with the magnitude of its meaning.

The man that is qualified is fit—he is competent;—has the knowledge, power, and personality that fit him for the position he seeks. If you are a qualified stenographer and typist it means that you are rapid and accurate to a degree attained by few; if you are a salesman and qualified for a position, it means that you know everything that can be learned about the goods you are handling—it means that you have so trained yourself that you can attract people and sell to them whatever you desire to.

**Be a Specialist in Salesmanship.** There are three highly important *effects* that every salesman must be able to produce if he hopes to make a success of his profession. They have their origin in the personality of the salesman and his methods. They compose the very foundation of his success. He must be able to *interest men*, to *attract men*, and to *influence men*.

So much has been said about personality development that the student surely realizes that to interest men he must exercise self-control, be cheerful and pleasant, and have carefully developed the highest possible traits of character. He must also be intelligent and know much of those matters that are of universal interest. He need not be highly educated but he must be well acquainted with everything that all practical men are supposed to know. He must be a close observer and read articles under all headings so that he sees clearly what men in all walks of life are engaged in.

The best part of the better class of magazines for the salesman is that part which is devoted to advertisements. The average man can gain much in the way of a general, practical education in reading and studying them. Aside from showing us what men are marketing the selling arguments given are worthy of the serious study of the salesman.

He must be well posted on current events. He should know, too, the names of the governors of the states through which he travels and their political affiliations.

He may never go to a horse race, but that is no reason why he should not know the names of the most famous. He may never root at a ball game, but the leading teams should be familiar to him, and he should be able to name some of the most noted players. He may never fish nor hunt, but he should know something of both pastimes, or he cannot take part in a conversation with some ardent admirer of ex-President Cleveland or Roosevelt.

The more that he can make himself master of in all these fields and in a hundred more, the surer he will be of interesting men. All such matters are capital and are necessary in creating common ground for himself and his prospect.

You can talk interestingly on a subject about which you are well informed, and to retain and increase the interest of your prospect you must know more about the matter you are presenting than he does.

Study facts closely and be able to distinguish between facts and their attendant truths. Never confuse these two, and, above all, see that whatever you state as a fact is really one, and when you base a truth upon it see that it is a truth which belongs to that fact and never over-state it.

One of the easiest faults to acquire is to loosely state facts and to mis-state truths. Salesmen frequently get into the habit of talking loosely, seemingly not guiding their thoughts nor guarding their words and there is nothing which more quickly causes a hearer to withhold or lose confidence in the speaker.

You should carefully practice the art of getting to the bottom of matters of interest and clothe these fundamental facts with their proper truths.

Much more could be said on this topic of interesting men but this suggestive outline is certainly sufficient to the thoughtful.

It is not enough to interest men. People do not buy because they find something to interest them in the article offered, neither



do they buy because the man who offers the goods entertains them. You must go further and:

**Attract Men.** To attract men until you can attach them to you as personal friends and customers requires much more skill and tact than to merely interest them.

Just the right word on the right topic spoken in the proper way will make the office chair swing towards you, the busy fingers will drop the pen, an obtrusive clerk is told to come in later and other callers are allowed to cool their heels in the ante-room.

To influence men is the most important of all and logically comes after you have interested and attracted them. We have shown you in previous lessons that you must have enthusiasm, earnestness and persistency, added to a character above reproach in order to be able to produce this effect. Enthusiasm, Earnestness and Persistency are valuable assets; add them to your capital and succeed, subtract them and fail.

Every successful achievement, though it be small, adds another layer of confidence. If one has to set a mark for tomorrow's labor, he should fill up the measure brimful, that tomorrow may have the assistance of the consciousness, "well done." The well done, from day to day is granite in the foundation of a strong business personality; persistently and energetically hewing to the line of present opportunities are steel ribs to the structure; a quiet, profound, self-assertion is the marble pillar that so pleasingly carries its weight; deep self-confidence and buoyant optimism are symmetrical outlines, pleasing and restful to the senses, imparting a feeling of trust and wholesomeness bidding the world to enter; large sympathies and fellow-feelings are frescoes and works of art, suggesting the **master strokes of the master builder.**

"Failures are strewn along life's pathway, because of lack of proper development. Men know they can be developed, but lack the incentive or knowledge to develop." —ELLS.

## REVIEW QUESTIONS

1. Give the reasons why the study of this Course will benefit any man no matter what his occupation.
2. Name six forms of ignorance that affect the salesman.
3. Of what use is suggestion to a salesman?
4. Name six conditions upon which the suggestiveness of an idea depends, in Salesmanship.
5. Why is the Education of the Will important and how is it accomplished?
6. Explain the manner in which the application of Retrospection and Introspection will be most effective.
7. Why is it important that a salesman learn to interpret the general character of another quickly?
8. Give three important matters to be considered before applying for a position as salesman.
9. Why is it important that the wholesale salesman give his loyal support to his credit man and to the policies of the house he represents?
10. Give seven important points for the wholesale salesman to keep in mind.
11. Name seven things a retail salesman should know about the merchandise he is handling.
12. What do you consider constitutes good service in a modern department store?
13. Give three good reasons why the salesman should have a selling talk in handling specialties.
14. What three valuable suggestions may be gained from Mark Twain's interview with a life insurance salesman?
15. Compare a sale by correspondence with a sale by personal contact.
16. Give the three prime factors of an advertisement and the modes in which any or all of them may occur.
17. Explain the difference between nature and humanity as a secondary factor in an advertisement.



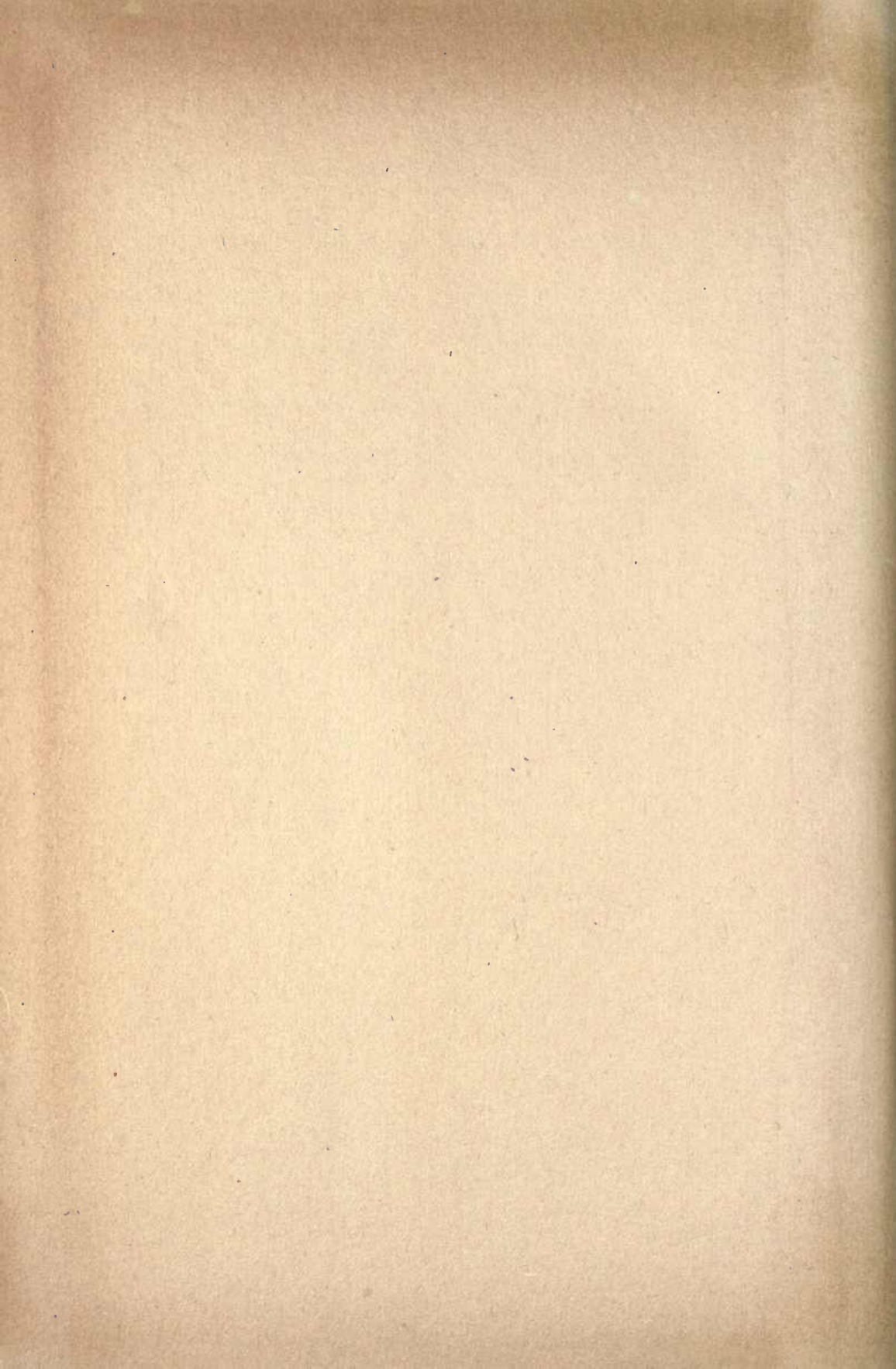
18. Explain methods of adjusting advertisements to field. Give an example.
19. What three important effects must the salesman be able to produce if he hopes to make a success of his profession?
20. Give the quotation at the close of this lesson.

**Written Exercise for this lesson.**

Write an essay of not less than two hundred words, stating the benefits you have derived from the study of this course.







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